

Table 1-1
Summary of Key Firm Data

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
FINANCIAL FUTURE (D/S)	247	91	55	23	33	44	146	101	66	79	85	113	73	61	44	31	27	24	43	202	68	84	68	14
	62%	65%	64%	48%	78%	54%	64%	58%	46%	63%	83%	56%	61%	88%	55%	55%	60%	65%	59%	63%	43%	70%	81%	60%
TOTAL CONFIDENT	321	114	71	35	38	63	185	136	102	103	93	157	96	65	62	43	36	31	57	260	112	101	76	19
	80%	81%	82%	73%	88%	77%	82%	79%	71%	81%	92%	77%	80%	94%	77%	77%	79%	83%	79%	81%	70%	85%	90%	80%
TOTAL NOT CONFIDENT	74	23	16	12	4	19	39	35	37	24	8	44	23	4	17	12	8	7	14	58	44	18	7	5
	18%	16%	18%	25%	10%	23%	17%	20%	26%	19%	8%	21%	19%	6%	22%	22%	19%	17%	20%	18%	27%	15%	9%	20%
GROSS REVENUE (D/S)	-63	-16	-18	-11	-7	-12	-34	-29	-33	-25	-6	-38	-22	-2	-30	-17	2	-7	-3	-57	-32	-30	2	-4
	-16%	-11%	-21%	-22%	-15%	-14%	-15%	-17%	-23%	-20%	-6%	-19%	-19%	-3%	-38%	-30%	5%	-18%	-4%	-18%	-20%	-25%	3%	-17%
INCREASE	96	37	18	11	8	22	56	40	29	29	29	41	33	20	15	6	13	10	26	70	33	25	29	4
	24%	27%	21%	22%	18%	27%	25%	23%	20%	23%	28%	20%	28%	29%	18%	11%	28%	26%	36%	22%	21%	21%	35%	17%
DECREASE	159	53	37	21	14	33	90	69	61	55	35	79	55	22	45	24	10	16	29	127	65	55	27	8
	40%	38%	42%	44%	33%	41%	40%	40%	43%	35%	39%	46%	32%	32%	56%	41%	23%	44%	40%	39%	41%	46%	32%	34%
STAY THE SAME	137	46	28	16	20	25	75	62	52	41	34	80	29	24	21	26	17	12	15	119	61	37	23	11
	34%	33%	33%	33%	47%	31%	33%	36%	36%	32%	33%	39%	24%	34%	26%	46%	38%	31%	21%	37%	38%	31%	28%	45%
PROFITABILITY (D/S)	-81	-15	-16	-14	-11	-25	-31	-50	-37	-29	-11	-42	-26	-12	-21	-20	-3	-7	-9	-70	-47	-34	3	-6
	-20%	-11%	-18%	-30%	-25%	-30%	-14%	-29%	-26%	-23%	-11%	-20%	-21%	-17%	-27%	-35%	-8%	-19%	-12%	-22%	-29%	-29%	3%	-24%
INCREASE	83	35	21	7	7	13	56	27	24	27	28	40	27	16	15	8	12	8	21	62	26	22	24	5
	21%	25%	24%	15%	17%	16%	24%	16%	17%	22%	27%	20%	22%	23%	18%	15%	26%	20%	29%	19%	16%	19%	28%	19%
DECREASE	164	50	36	21	18	38	87	77	61	56	39	82	52	28	36	28	15	15	29	132	73	57	21	10
	41%	36%	42%	44%	42%	46%	38%	44%	42%	44%	38%	40%	43%	40%	45%	50%	34%	40%	41%	41%	46%	48%	25%	43%
STAY THE SAME	147	53	28	20	18	29	81	66	59	42	32	78	41	23	30	20	16	15	21	123	60	40	35	9
	37%	38%	32%	41%	41%	36%	36%	38%	41%	33%	31%	38%	34%	33%	37%	36%	36%	40%	29%	38%	38%	33%	41%	38%
CAPITAL EXPENDITURES (D/S)	24	3	5	3	2	11	8	16	21	4	-3	23	6	-5	2	-	3	-1	16	7	24	-5	2	2
	6%	2%	5%	7%	5%	14%	4%	9%	15%	3%	-3%	11%	5%	-8%	3%	-	6%	-3%	22%	2%	15%	-4%	3%	7%
INCREASE	117	38	25	17	11	25	64	54	49	33	26	66	36	14	23	15	15	10	31	84	55	29	22	7
	29%	27%	29%	36%	27%	30%	28%	31%	34%	26%	26%	32%	30%	20%	28%	26%	34%	26%	43%	26%	34%	24%	26%	31%
DECREASE	93	35	21	14	9	14	56	37	28	29	30	43	31	19	21	14	13	11	15	77	31	33	19	6
	23%	25%	24%	29%	22%	17%	24%	21%	20%	23%	29%	21%	25%	28%	26%	25%	28%	30%	21%	24%	20%	28%	23%	23%
STAY THE SAME	183	64	38	17	22	41	103	80	65	61	44	92	52	34	37	28	16	16	25	156	72	56	39	11
	46%	46%	44%	35%	51%	50%	45%	46%	45%	48%	43%	45%	43%	49%	46%	49%	37%	42%	34%	48%	45%	47%	47%	46%

Table 1-2
Summary of Key Firm Data

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					-74																			
BASE-TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
FINANCIAL FUTURE (D/S)	247	153	168	321	-74	47	134	51	46	85	108	91	49	99	78	44	121	77	39	126	34	186	22	39
-----	62%	100%	100%	100%	-100%	95%	81%	31%	93%	38%	90%	94%	31%	73%	94%	27%	82%	65%	42%	69%	74%	57%	90%	86%
TOTAL CONFIDENT	321	153	168	321	-	48	149	106	47	151	114	92	103	117	80	103	133	97	65	152	39	253	24	42
	80%	100%	100%	100%	-	98%	90%	64%	97%	68%	95%	96%	65%	86%	96%	63%	90%	83%	70%	84%	86%	78%	95%	93%
TOTAL NOT CONFIDENT	74	-	-	-	74	1	15	56	2	66	6	2	54	18	2	59	12	20	26	26	5	66	1	3
	18%	-	-	-	100%	2%	9%	34%	3%	30%	5%	2%	34%	13%	3%	36%	8%	17%	29%	14%	12%	20%	5%	7%
GROSS REVENUE (D/S)	-63	28	-38	-10	-52	32	-16	-79	20	-91	4	96	-159	-	44	-124	18	-22	-40	-	-	-61	-6	4
-----	-16%	18%	-23%	-3%	-70%	65%	-10%	-48%	41%	-41%	3%	100%	-100%	-	53%	-76%	12%	-19%	-43%	-	-	-19%	-25%	9%
INCREASE	96	59	34	92	2	33	35	21	26	31	34	96	-	-	53	2	40	27	10	58	-	74	6	15
	24%	38%	20%	29%	2%	67%	21%	13%	54%	14%	28%	100%	-	-	64%	1%	27%	23%	11%	32%	-	23%	22%	33%
DECREASE	159	31	72	103	54	1	51	100	6	123	30	-	159	-	9	127	22	48	50	58	-	135	12	11
	40%	20%	43%	32%	73%	1%	31%	61%	13%	55%	25%	-	100%	-	11%	78%	15%	41%	54%	32%	-	42%	48%	24%
STAY THE SAME	137	57	61	117	18	14	77	42	15	66	52	-	-	137	19	34	83	39	33	63	46	110	7	16
	34%	37%	36%	37%	25%	28%	46%	25%	31%	30%	43%	-	-	100%	23%	21%	57%	34%	35%	35%	100%	34%	30%	37%
PROFITABILITY (D/S)	-81	18	-40	-23	-57	19	-23	-76	13	-101	4	51	-118	-16	83	-164	-	-25	-39	-15	-	-67	-6	-5
-----	-20%	12%	-24%	-7%	-76%	38%	-14%	-46%	27%	-45%	3%	53%	-74%	-11%	100%	-100%	-	-22%	-42%	-8%	-	-21%	-26%	-12%
INCREASE	83	52	28	80	2	22	37	20	19	28	31	53	9	19	83	-	-	21	15	45	-	67	8	8
	21%	34%	17%	25%	3%	44%	22%	12%	39%	12%	26%	56%	6%	14%	100%	-	-	18%	16%	25%	-	21%	30%	19%
DECREASE	164	34	68	103	59	3	60	96	6	129	28	2	127	34	-	164	-	46	54	60	-	134	14	14
	41%	22%	41%	32%	79%	6%	36%	58%	12%	58%	23%	2%	80%	25%	-	100%	-	40%	58%	33%	-	41%	56%	30%
STAY THE SAME	147	61	72	133	12	25	68	47	22	64	59	40	22	83	-	-	147	47	24	75	46	120	3	20
	37%	40%	43%	41%	16%	51%	41%	29%	46%	29%	49%	42%	14%	61%	-	-	100%	40%	26%	41%	100%	37%	13%	44%
CAPITAL EXPENDITURES (D/S)	24	20	11	32	-6	13	12	-5	4	6	15	16	-2	7	6	-7	22	117	-93	-	-	28	-4	-1
-----	6%	13%	7%	10%	-8%	27%	7%	-3%	9%	3%	12%	17%	-1%	5%	8%	-5%	15%	100%	-100%	-	-	9%	-16%	-3%
INCREASE	117	48	49	97	20	17	49	44	11	69	36	27	48	39	21	46	47	117	-	-	-	102	5	9
	29%	32%	29%	30%	27%	34%	29%	27%	23%	31%	30%	28%	30%	29%	25%	28%	32%	100%	-	-	-	31%	20%	20%
DECREASE	93	28	37	65	26	3	37	49	7	63	21	10	50	33	15	54	24	-	93	-	-	74	9	10
	23%	18%	22%	20%	36%	7%	22%	30%	14%	28%	18%	11%	31%	24%	18%	33%	16%	-	100%	-	-	23%	35%	23%
STAY THE SAME	183	73	80	152	26	29	80	67	30	86	63	58	58	63	45	60	75	-	-	183	46	144	10	24
	46%	47%	48%	48%	35%	58%	48%	41%	60%	39%	52%	61%	36%	46%	55%	37%	51%	-	-	100%	100%	44%	41%	53%

Table 1-3
Summary of Key Firm Data
BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE-TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
FINANCIAL FUTURE (D/S)	247 62%	189 60%	58 69%	70 85%	57 66%	64 52%	44 50%	86 84%	91 69%	27 35%	69 53%	53 45%	96 87%	34 39%	35 57%	43 84%	28 72%	11 61%	194 66%	52 53%
TOTAL CONFIDENT	321 80%	250 79%	71 84%	77 92%	71 82%	94 75%	65 74%	94 92%	111 84%	51 66%	99 76%	84 71%	103 94%	59 69%	47 77%	48 92%	34 86%	15 80%	242 82%	75 76%
TOTAL NOT CONFIDENT	74 18%	62 20%	12 15%	6 8%	14 16%	30 24%	21 23%	8 8%	20 16%	24 31%	30 23%	31 26%	7 6%	25 29%	13 21%	4 8%	5 14%	4 20%	48 16%	23 23%
GROSS REVENUE (D/S)	-63 -16%	-44 -14%	-19 -23%	-3 -3%	-18 -21%	-31 -25%	-8 -9%	17 17%	-39 -29%	-23 -30%	-31 -23%	-25 -21%	-2 -2%	-31 -36%	-	-1 -1%	-15 -39%	-5 -27%	-47 -16%	-16 -16%
INCREASE	96 24%	77 24%	19 22%	25 31%	21 24%	23 19%	23 27%	41 40%	22 17%	11 14%	26 20%	26 22%	32 30%	14 16%	17 27%	17 32%	7 18%	1 8%	73 25%	22 22%
DECREASE	159 40%	121 38%	38 45%	28 34%	39 46%	54 43%	32 36%	24 23%	61 46%	34 44%	57 43%	52 44%	35 32%	45 52%	17 28%	17 33%	22 57%	6 35%	120 41%	38 38%
STAY THE SAME	137 34%	111 35%	25 30%	27 32%	25 29%	45 37%	32 36%	35 35%	46 35%	30 39%	47 35%	40 34%	40 36%	27 31%	26 43%	18 34%	9 23%	8 45%	94 32%	38 38%
PROFITABILITY (D/S)	-81 -20%	-62 -20%	-18 -22%	-18 -21%	-20 -23%	-29 -23%	-10 -12%	11 10%	-34 -26%	-32 -42%	-43 -33%	-31 -26%	8 8%	-38 -44%	-11 -17%	-	-14 -35%	-1 -8%	-60 -20%	-20 -21%
INCREASE	83 21%	69 22%	14 17%	15 19%	18 21%	26 21%	22 25%	36 36%	23 18%	8 10%	21 16%	18 15%	37 34%	13 15%	12 20%	17 33%	8 20%	3 18%	59 20%	23 23%
DECREASE	164 41%	131 41%	33 39%	33 40%	37 43%	55 44%	32 37%	26 25%	58 44%	39 51%	64 49%	49 41%	28 26%	51 59%	23 37%	17 33%	22 55%	5 26%	118 40%	43 43%
STAY THE SAME	147 37%	111 35%	36 43%	32 38%	31 36%	43 35%	32 36%	40 39%	48 37%	29 37%	46 35%	50 43%	42 39%	22 25%	25 41%	17 34%	9 22%	9 50%	112 38%	32 33%
CAPITAL EXPENDITURES (D/S)	24 6%	11 4%	13 16%	17 20%	-	-6 -5%	12 14%	3 3%	-3 -2%	9 12%	4 3%	27 23%	14 12%	-11 -13%	-4 -7%	4 9%	11 27%	2 11%	21 7%	4 4%
INCREASE	117 29%	89 28%	29 34%	35 42%	22 26%	27 21%	29 32%	25 25%	35 26%	28 36%	39 29%	46 39%	33 30%	19 22%	11 18%	20 38%	17 43%	7 37%	83 28%	32 33%
DECREASE	93 23%	77 25%	15 18%	18 22%	23 26%	32 26%	17 19%	22 22%	37 28%	18 24%	35 27%	18 16%	19 18%	30 35%	15 25%	15 29%	6 16%	5 26%	62 21%	29 29%
STAY THE SAME	183 46%	143 45%	39 47%	27 33%	41 47%	64 51%	42 47%	54 53%	60 45%	29 38%	54 41%	51 43%	55 51%	35 41%	35 57%	17 33%	16 42%	7 38%	143 49%	38 38%

Table 1-4
Summary of Key Firm Data
BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVTMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	197	121	73	64	55	55	39	231	90	47	26	154	163	80	149	54	100	51	100	218
	100%	49%	30%	18%	16%	14%	14%	10%	58%	23%	12%	7%	39%	41%	20%	37%	23%	43%	22%	43%	54%
FINANCIAL FUTURE (D/S)	247	124	84	52	39	45	38	31	120	66	34	21	75	119	50	107	30	65	40	77	141
	62%	63%	70%	70%	61%	82%	70%	78%	52%	73%	73%	81%	48%	73%	63%	72%	56%	65%	78%	77%	65%
TOTAL CONFIDENT	321	158	103	62	52	50	46	35	173	78	40	24	113	141	64	127	42	82	45	87	178
	80%	80%	85%	85%	80%	91%	84%	89%	75%	86%	87%	90%	73%	87%	80%	86%	77%	82%	88%	87%	82%
TOTAL NOT CONFIDENT	74	34	18	11	13	5	8	4	53	12	6	2	38	22	14	21	12	18	5	11	37
	18%	17%	15%	15%	20%	9%	14%	11%	23%	13%	13%	10%	25%	13%	17%	14%	21%	18%	10%	11%	17%
GROSS REVENUE (D/S)	-63	-35	-25	-8	-4	-1	-4	-8	-51	-15	1	2	-46	-16	-1	-18	-15	-8	-6	-15	-33
	-16%	-18%	-21%	-12%	-7%	-2%	-7%	-22%	-22%	-17%	2%	9%	-30%	-10%	-1%	-12%	-28%	-8%	-12%	-15%	-15%
INCREASE	96	45	25	21	16	16	13	6	46	22	14	11	29	40	27	37	13	18	11	23	53
	24%	23%	21%	28%	25%	29%	25%	16%	20%	24%	30%	43%	19%	25%	34%	25%	25%	18%	22%	23%	24%
DECREASE	159	80	51	29	21	17	17	15	97	37	13	9	75	57	28	55	28	25	17	37	87
	40%	41%	42%	40%	32%	31%	32%	38%	42%	41%	28%	34%	48%	35%	35%	37%	52%	25%	33%	37%	40%
STAY THE SAME	137	68	44	22	25	20	23	17	80	32	18	6	48	63	23	54	12	57	22	36	72
	34%	34%	37%	30%	39%	36%	42%	44%	35%	35%	39%	24%	31%	38%	28%	37%	23%	57%	43%	36%	33%
PROFITABILITY (D/S)	-81	-42	-21	-10	-10	-3	-15	-3	-54	-23	-4	-	-45	-31	-6	-27	-19	-16	-13	-21	-30
	-20%	-21%	-17%	-13%	-16%	-6%	-27%	-7%	-24%	-25%	-8%	-	-29%	-19%	-8%	-18%	-36%	-16%	-25%	-21%	-14%
INCREASE	83	42	28	16	12	15	7	9	43	17	13	7	28	30	23	34	7	15	8	16	52
	21%	21%	23%	21%	19%	27%	14%	22%	19%	19%	29%	27%	18%	18%	29%	23%	13%	15%	16%	16%	24%
DECREASE	164	84	48	25	23	18	22	12	98	40	17	7	73	61	29	60	27	31	21	37	83
	41%	43%	40%	35%	35%	33%	41%	29%	42%	44%	36%	27%	48%	37%	37%	41%	49%	31%	41%	37%	38%
STAY THE SAME	147	68	44	31	27	21	24	19	85	33	16	12	50	69	26	54	20	54	22	46	79
	37%	35%	37%	42%	42%	38%	43%	48%	37%	36%	35%	46%	33%	43%	33%	36%	38%	54%	43%	46%	36%
CAPITAL EXPENDITURES (D/S)	24	18	21	5	8	9	-1	3	6	-5	14	7	11	13	-	15	9	3	3	12	7
	6%	9%	17%	7%	12%	16%	-2%	8%	3%	-5%	31%	26%	7%	8%	-	10%	16%	3%	6%	12%	3%
INCREASE	117	59	43	21	23	22	15	13	62	22	22	10	50	50	16	49	21	29	13	27	60
	29%	30%	35%	28%	35%	40%	28%	32%	27%	24%	46%	38%	32%	31%	20%	33%	39%	29%	25%	27%	28%
DECREASE	93	41	22	15	15	13	16	10	56	27	7	3	39	37	16	35	12	26	10	16	53
	23%	21%	18%	21%	23%	24%	30%	25%	24%	29%	16%	13%	25%	23%	20%	23%	23%	26%	20%	16%	24%
STAY THE SAME	183	94	54	38	27	20	23	17	109	41	16	13	60	75	46	61	19	44	28	54	99
	46%	48%	45%	51%	42%	37%	43%	43%	47%	45%	34%	49%	39%	46%	58%	41%	36%	44%	55%	54%	46%

Table 1-5
Summary of Key Firm Data

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE-TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
FINANCIAL FUTURE (D/S)	247 62%	160 68%	144 64%	158 71%	133 67%	120 72%	128 76%	105 70%	117 69%	111 54%	140 72%	92 49%	139 74%	102 50%	100 78%	132 52%	90 78%	61 46%	96 63%
TOTAL CONFIDENT	321 80%	195 84%	183 82%	188 85%	165 83%	143 85%	147 88%	127 85%	142 84%	158 76%	167 86%	139 73%	162 86%	153 74%	113 89%	191 75%	102 88%	95 72%	124 81%
TOTAL NOT CONFIDENT	74 18%	35 15%	40 18%	31 14%	32 16%	23 14%	19 12%	22 15%	25 15%	47 23%	27 14%	47 25%	24 13%	50 24%	13 10%	59 23%	13 11%	34 26%	27 18%
GROSS REVENUE (D/S)	-63 -16%	-31 -13%	-44 -19%	-42 -19%	-36 -18%	-18 -11%	-25 -15%	-17 -11%	-35 -20%	-36 -17%	-25 -13%	-39 -21%	-19 -10%	-46 -22%	-22 -17%	-37 -14%	-15 -13%	-22 -17%	-26 -17%
INCREASE	96 24%	60 26%	46 21%	48 22%	46 23%	40 24%	42 25%	42 28%	42 25%	43 21%	55 28%	34 18%	52 28%	40 20%	32 25%	60 24%	34 30%	25 19%	37 24%
DECREASE	159 40%	91 39%	90 40%	90 40%	81 41%	58 35%	66 40%	59 39%	77 45%	79 38%	80 41%	74 39%	70 37%	87 42%	54 42%	97 38%	49 43%	47 36%	63 41%
STAY THE SAME	137 34%	76 33%	83 37%	77 35%	67 34%	63 37%	55 33%	46 30%	48 28%	83 40%	54 28%	80 42%	59 32%	77 37%	37 29%	96 38%	29 25%	59 45%	49 32%
PROFITABILITY (D/S)	-81 -20%	-38 -16%	-53 -24%	-44 -20%	-40 -20%	-26 -16%	-24 -14%	-27 -18%	-32 -18%	-51 -25%	-34 -18%	-46 -24%	-16 -8%	-65 -31%	-20 -15%	-55 -22%	-18 -15%	-34 -26%	-29 -19%
INCREASE	83 21%	51 22%	41 18%	43 19%	39 20%	36 22%	38 23%	30 20%	41 24%	35 17%	45 23%	34 18%	55 29%	26 13%	31 24%	51 20%	27 23%	19 14%	37 24%
DECREASE	164 41%	89 38%	94 42%	87 39%	79 40%	62 37%	61 37%	57 38%	73 43%	86 42%	79 41%	81 42%	70 38%	91 44%	50 40%	106 42%	45 39%	53 41%	66 43%
STAY THE SAME	147 37%	90 39%	85 38%	89 40%	78 39%	64 38%	66 40%	61 40%	55 32%	84 40%	67 35%	73 38%	60 32%	86 42%	43 33%	97 38%	43 37%	58 44%	46 30%
CAPITAL EXPENDITURES (D/S)	24 6%	22 10%	18 8%	17 8%	13 6%	12 7%	25 15%	15 10%	-4 -3%	23 11%	1 1%	23 12%	10 5%	15 7%	2 1%	19 7%	-5 -4%	18 14%	11 7%
INCREASE	117 29%	71 30%	66 29%	68 31%	57 28%	52 31%	57 34%	46 31%	43 25%	67 32%	56 29%	58 31%	57 30%	60 29%	35 27%	77 30%	29 25%	41 31%	48 31%
DECREASE	93 23%	49 21%	49 22%	51 23%	44 22%	40 24%	32 19%	32 21%	47 28%	44 21%	55 28%	36 19%	47 25%	45 22%	33 26%	58 23%	34 29%	22 17%	37 24%
STAY THE SAME	183 46%	111 48%	106 47%	100 45%	94 47%	73 44%	76 46%	70 46%	79 47%	93 45%	80 41%	93 49%	80 43%	98 47%	56 44%	117 46%	52 45%	65 50%	66 43%

Table 1-6
Summary of Key Firm Data

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
FINANCIAL FUTURE (D/S)	211 69%	30 56%	28 55%	37 74%	40 78%	40 79%	37 74%

TOTAL CONFIDENT	256 84%	42 77%	39 78%	43 87%	45 88%	44 88%	43 87%
TOTAL NOT CONFIDENT	45 15%	12 21%	11 22%	7 13%	5 10%	4 8%	7 13%
GROSS REVENUE (D/S)	-43 -14%	-15 -28%	-4 -9%	-3 -7%	-6 -12%	-5 -10%	-10 -19%

INCREASE	65 21%	13 25%	11 22%	7 13%	11 22%	12 23%	11 22%
DECREASE	108 35%	28 52%	15 31%	10 20%	17 33%	17 33%	20 41%
STAY THE SAME	127 42%	12 23%	24 47%	33 67%	22 43%	20 40%	16 33%
PROFITABILITY (D/S)	-69 -23%	-19 -36%	-11 -23%	-5 -9%	-13 -25%	-15 -30%	-6 -12%

INCREASE	46 15%	7 13%	8 16%	7 13%	8 16%	5 11%	10 21%
DECREASE	115 38%	27 49%	20 39%	11 23%	21 41%	20 41%	16 32%
STAY THE SAME	143 47%	20 38%	22 45%	32 64%	22 43%	24 47%	23 46%
CAPITAL EXPENDITURES (D/S)	26 9%	9 16%	-7 -14%	10 20%	3 6%	7 14%	5 10%

INCREASE	91 30%	21 39%	11 22%	18 37%	13 25%	15 30%	13 25%
DECREASE	65 21%	12 23%	18 36%	8 17%	10 20%	8 16%	8 16%
STAY THE SAME	146 48%	19 36%	21 42%	23 47%	28 55%	27 54%	27 54%

Table 2-1
Summary of Key Econ Data

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
MN BIZ CLIMATE (D/S)	-173	-48	-40	-28	-21	-37	-88	-85	-66	-44	-52	-83	-60	-29	-49	-33	-19	-15	-32	-139	-74	-66	-26	-5
	-43%	-34%	-46%	-57%	-49%	-45%	-39%	-49%	-46%	-35%	-51%	-40%	-50%	-42%	-61%	-58%	-42%	-40%	-44%	-43%	-46%	-56%	-31%	-19%
BETTER	49	18	12	4	4	12	29	20	18	22	6	29	12	8	5	5	6	5	10	39	23	9	13	4
	12%	13%	13%	9%	9%	14%	13%	11%	13%	18%	6%	14%	10%	11%	6%	8%	14%	14%	13%	12%	14%	7%	16%	15%
WORSE	222	66	52	32	25	48	118	105	84	67	58	112	72	37	54	38	25	20	42	178	97	75	39	8
	56%	47%	60%	66%	57%	59%	52%	61%	58%	53%	57%	55%	60%	53%	67%	66%	56%	54%	58%	55%	61%	63%	46%	34%
SAME	120	54	23	10	15	19	76	44	40	35	37	60	33	23	20	15	14	11	19	100	37	35	28	12
	30%	38%	26%	21%	34%	23%	34%	26%	28%	28%	36%	29%	27%	33%	25%	26%	30%	28%	26%	31%	23%	29%	33%	52%
2024 ECONOMY (D/S)	-116	-30	-26	-17	-15	-27	-56	-59	-42	-40	-26	-60	-32	-24	-31	-26	-8	-12	-20	-95	-45	-33	-20	-14
	-29%	-21%	-30%	-35%	-36%	-33%	-25%	-34%	-29%	-31%	-26%	-29%	-26%	-34%	-39%	-46%	-18%	-33%	-27%	-29%	-28%	-27%	-24%	-58%
EXPANSION	49	18	8	9	4	10	27	23	19	18	8	27	15	5	6	3	9	4	13	35	25	10	13	-
	12%	13%	10%	18%	9%	12%	12%	13%	13%	14%	8%	13%	13%	8%	8%	5%	20%	11%	18%	11%	15%	9%	16%	-
RECESSION	165	48	35	25	19	37	83	82	61	58	34	87	47	29	37	29	17	16	33	129	70	43	33	14
	41%	34%	40%	53%	45%	45%	37%	47%	42%	46%	34%	43%	39%	42%	47%	51%	37%	44%	45%	40%	44%	36%	40%	58%
FLAT	166	66	38	14	20	29	104	63	56	47	56	79	52	34	34	25	16	15	22	143	58	62	31	9
	42%	47%	43%	29%	46%	36%	46%	36%	39%	37%	55%	39%	44%	49%	43%	45%	36%	41%	31%	44%	36%	52%	36%	39%
2025 PROJECTION (D/S)	25	13	9	4	2	-4	23	3	-4	14	11	6	12	4	-5	2	11	-1	7	17	1	7	14	-1
	6%	10%	11%	8%	5%	-5%	10%	2%	-3%	11%	10%	3%	10%	5%	-6%	3%	23%	-3%	9%	5%	1%	6%	17%	-5%
EXPANSION	102	35	28	13	9	17	63	39	33	37	25	52	31	16	14	12	19	8	21	79	36	28	27	5
	26%	25%	32%	27%	21%	21%	28%	23%	23%	29%	24%	26%	26%	23%	18%	21%	41%	21%	29%	25%	22%	24%	33%	23%
RECESSION	77	22	19	9	7	21	40	36	37	22	14	46	19	12	19	10	8	9	15	62	35	21	14	7
	19%	15%	22%	18%	16%	25%	18%	21%	26%	18%	14%	23%	16%	17%	24%	18%	18%	24%	20%	19%	22%	18%	16%	28%
FLAT	132	50	19	17	15	30	69	63	39	43	45	53	45	32	32	18	13	10	16	113	48	45	27	7
	33%	36%	22%	36%	35%	37%	30%	36%	27%	34%	44%	26%	37%	46%	40%	32%	29%	27%	22%	35%	30%	38%	32%	31%

Table 2-2
Summary of Key Econ Data

BANNER 2

	FUTURE OF FIRM			ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES				
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE-TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
MN BIZ CLIMATE (D/S)	-173	-19	-85	-104	-64	9	-53	-118	49	-222	-	-5	-116	-51	-8	-123	-41	-58	-56	-56	-14	-142	-10	-19
	-43%	-12%	-51%	-32%	-87%	18%	-32%	-71%	100%	-100%	-	-5%	-73%	-37%	-10%	-75%	-28%	-49%	-60%	-31%	-31%	-44%	-40%	-43%
BETTER	49	34	14	47	2	18	20	10	49	-	-	26	6	15	19	6	22	11	7	30	5	42	3	5
	12%	22%	8%	15%	2%	36%	12%	6%	100%	-	-	27%	4%	11%	23%	4%	15%	10%	7%	16%	10%	13%	12%	10%
WORSE	222	52	99	151	66	9	74	127	-	222	-	31	123	66	28	129	64	69	63	86	19	184	13	24
	56%	34%	59%	47%	89%	18%	44%	77%	-	100%	-	33%	77%	48%	33%	79%	43%	59%	68%	47%	42%	57%	52%	53%
SAME	120	61	53	114	6	19	71	26	-	-	120	34	30	52	31	28	59	36	21	63	21	93	8	15
	30%	40%	32%	36%	8%	38%	42%	16%	-	-	100%	35%	19%	38%	38%	17%	40%	31%	23%	35%	46%	29%	31%	34%
2024 ECONOMY (D/S)	-116	-4	-54	-58	-54	49	-	-165	8	-118	-7	12	-99	-28	2	-93	-22	-28	-46	-39	-7	-92	-9	-15
	-29%	-3%	-32%	-18%	-74%	100%	-	-100%	17%	-53%	-6%	12%	-63%	-21%	2%	-57%	-15%	-23%	-49%	-21%	-15%	-28%	-35%	-34%
EXPANSION	49	37	12	48	1	49	-	-	18	9	19	33	1	14	22	3	25	17	3	29	5	43	1	4
	12%	24%	7%	15%	2%	100%	-	-	36%	4%	16%	34%	-	10%	26%	2%	17%	14%	3%	16%	11%	13%	5%	9%
RECESSION	165	41	65	106	56	-	-	165	10	127	26	21	100	42	20	96	47	44	49	67	12	134	10	19
	41%	27%	39%	33%	75%	-	-	100%	19%	57%	21%	22%	63%	31%	24%	59%	32%	38%	53%	37%	27%	41%	40%	43%
FLAT	166	70	80	149	15	-	166	-	20	74	71	35	51	77	37	60	68	49	37	80	27	131	14	20
	42%	45%	48%	47%	21%	-	100%	-	41%	33%	59%	37%	32%	57%	45%	37%	46%	42%	40%	44%	60%	40%	56%	45%
2025 PROJECTION (D/S)	25	29	14	43	-16	31	20	-27	16	-26	32	30	-10	5	29	-14	11	-3	4	25	3	19	4	-1
	6%	19%	8%	13%	-22%	63%	12%	-16%	33%	-12%	27%	32%	-6%	4%	35%	-8%	8%	-2%	4%	13%	7%	6%	17%	-1%
EXPANSION	102	49	45	94	8	32	50	16	20	27	51	41	24	35	36	26	40	25	22	54	11	83	6	10
	26%	32%	27%	29%	11%	65%	30%	10%	41%	12%	42%	43%	15%	26%	44%	16%	27%	21%	24%	30%	24%	26%	23%	22%
RECESSION	77	20	31	51	24	1	30	43	4	53	19	11	34	30	8	39	29	28	18	29	8	65	2	10
	19%	13%	18%	16%	32%	2%	18%	26%	8%	24%	15%	11%	21%	22%	9%	24%	19%	24%	20%	16%	18%	20%	7%	23%
FLAT	132	53	58	111	20	6	63	61	14	78	39	22	61	46	23	58	48	35	37	60	19	98	12	20
	33%	35%	35%	35%	28%	12%	38%	37%	29%	35%	32%	23%	38%	34%	28%	35%	33%	30%	40%	33%	42%	30%	48%	44%

Table 2-3
Summary of Key Econ Data
BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE-TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
MN BIZ CLIMATE (D/S)	-173 -43%	-146 -46%	-27 -33%	-24 -28%	-47 -54%	-61 -49%	-37 -42%	-7 -7%	-64 -49%	-49 -64%	-84 -64%	-56 -47%	-39 -36%	-60 -70%	-20 -33%	-10 -19%	-19 -49%	-9 -50%	-118 -40%	-49 -49%
BETTER	49 12%	39 12%	10 12%	13 16%	7 9%	14 12%	11 13%	20 20%	14 11%	4 5%	10 7%	15 12%	12 11%	4 5%	13 21%	9 18%	3 9%	3 14%	39 13%	10 10%
WORSE	222 56%	185 59%	37 44%	37 44%	54 63%	75 60%	48 55%	27 26%	78 60%	53 69%	93 71%	71 60%	51 46%	64 75%	33 54%	20 38%	23 58%	12 64%	157 53%	59 60%
SAME	120 30%	86 27%	34 40%	30 36%	24 28%	35 28%	25 29%	51 50%	39 30%	19 24%	27 21%	32 27%	43 39%	18 21%	14 23%	22 42%	13 33%	3 18%	92 31%	27 28%
2024 ECONOMY (D/S)	-116 -29%	-91 -29%	-24 -29%	-30 -36%	-32 -37%	-38 -30%	-12 -14%	16 16%	-56 -42%	-42 -55%	-64 -48%	-37 -32%	-17 -15%	-38 -44%	-17 -27%	-14 -28%	-14 -36%	-3 -16%	-76 -26%	-36 -36%
EXPANSION	49 12%	36 12%	13 15%	6 7%	8 10%	15 12%	16 18%	32 31%	6 4%	1 1%	11 8%	13 11%	19 18%	4 5%	8 14%	5 10%	3 7%	3 16%	34 12%	14 14%
RECESSION	165 41%	128 40%	37 44%	36 43%	40 47%	53 43%	28 32%	16 16%	61 47%	43 56%	75 57%	51 43%	36 33%	42 49%	25 41%	20 38%	17 43%	6 33%	111 38%	50 50%
FLAT	166 42%	137 44%	29 34%	35 42%	36 42%	53 43%	38 44%	50 49%	63 48%	30 38%	41 31%	50 42%	50 46%	37 43%	26 43%	26 50%	20 51%	7 39%	133 45%	33 33%
2025 PROJECTION (D/S)	25 6%	16 5%	9 11%	5 6%	5 6%	-1 -1%	12 13%	102 100%	- -100%	-77 -100%	-14 -10%	- -	24 22%	-1 -1%	4 6%	9 17%	8 20%	- -	33 11%	-8 -8%
EXPANSION	102 26%	79 25%	23 28%	23 27%	25 29%	27 22%	23 26%	102 100%	- -	- -	18 13%	29 25%	40 36%	18 21%	19 31%	19 37%	10 24%	4 19%	82 28%	18 18%
RECESSION	77 19%	63 20%	14 17%	18 22%	19 22%	28 23%	11 13%	- -	- 100%	77 24%	31 24%	29 24%	16 14%	18 21%	15 24%	10 20%	2 5%	4 20%	49 17%	26 26%
FLAT	132 33%	102 32%	29 35%	29 34%	26 30%	47 38%	24 27%	- -	132 100%	- -	46 35%	37 31%	38 35%	31 36%	17 28%	17 33%	16 40%	8 43%	102 35%	29 29%

Table 2-4
Summary of Key Econ Data

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVTMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	197	121	73	64	55	55	39	231	90	47	26	154	163	80	149	54	100	51	100	218
	100%	49%	30%	18%	16%	14%	14%	10%	58%	23%	12%	7%	39%	41%	20%	37%	23%	43%	22%	43%	54%
MN BIZ CLIMATE (D/S)	-173	-85	-65	-19	-18	-17	-19	-23	-98	-43	-19	-11	-99	-59	-13	-73	-29	-59	-26	-46	-81
	-43%	-43%	-54%	-26%	-28%	-32%	-36%	-59%	-42%	-48%	-41%	-40%	-64%	-36%	-17%	-49%	-54%	-59%	-51%	-46%	-37%
BETTER	49	27	9	16	11	7	12	2	32	8	6	2	10	23	16	13	6	7	5	8	29
	12%	14%	7%	22%	18%	13%	21%	5%	14%	9%	14%	10%	7%	14%	20%	8%	11%	7%	10%	8%	14%
WORSE	222	112	74	35	29	25	31	25	130	51	25	13	109	81	30	85	35	66	31	54	111
	56%	57%	61%	48%	46%	45%	57%	64%	56%	56%	54%	50%	71%	50%	37%	57%	66%	66%	61%	54%	51%
SAME	120	57	36	18	23	24	12	12	65	28	15	10	33	56	31	48	12	19	14	35	74
	30%	29%	30%	25%	35%	43%	21%	30%	28%	31%	32%	38%	21%	34%	39%	32%	21%	19%	27%	35%	34%
2024 ECONOMY (D/S)	-116	-59	-38	-20	-10	-10	-10	-16	-73	-28	-8	-3	-58	-44	-11	-39	-24	-34	-17	-25	-51
	-29%	-30%	-31%	-27%	-15%	-18%	-19%	-40%	-32%	-31%	-18%	-10%	-37%	-27%	-14%	-26%	-44%	-34%	-33%	-25%	-24%
EXPANSION	49	25	14	12	9	7	8	5	25	13	6	5	17	18	15	21	4	10	5	13	27
	12%	13%	12%	17%	14%	13%	14%	13%	11%	14%	12%	20%	11%	11%	19%	14%	8%	10%	10%	13%	12%
RECESSION	165	84	52	32	19	17	18	20	99	41	14	8	75	62	26	59	28	44	22	38	78
	41%	43%	43%	44%	29%	31%	33%	52%	43%	46%	30%	29%	48%	38%	33%	40%	52%	44%	43%	38%	36%
FLAT	166	81	49	27	32	26	26	14	97	34	22	13	56	77	33	62	20	43	23	42	101
	42%	41%	40%	37%	50%	47%	47%	35%	42%	37%	48%	48%	36%	47%	42%	42%	38%	43%	45%	42%	46%
2025 PROJECTION (D/S)	25	21	6	-7	13	7	7	-	7	9	9	-	-5	12	18	11	-5	-7	1	9	22
	6%	11%	5%	-9%	20%	12%	14%	-	3%	10%	19%	-1%	-3%	8%	22%	8%	-10%	-7%	2%	9%	10%
EXPANSION	102	52	29	17	22	20	15	10	57	22	15	8	30	39	33	36	9	21	10	30	60
	26%	27%	24%	23%	34%	37%	28%	25%	25%	24%	32%	29%	20%	24%	41%	24%	16%	21%	20%	30%	28%
RECESSION	77	31	24	23	10	14	8	10	50	13	6	8	35	27	15	24	14	27	9	21	38
	19%	16%	20%	32%	15%	25%	14%	25%	22%	14%	13%	30%	23%	16%	19%	16%	26%	27%	18%	21%	17%
FLAT	132	70	45	21	21	12	23	15	74	37	12	7	51	65	15	53	19	32	19	30	67
	33%	36%	37%	28%	32%	21%	42%	38%	32%	40%	25%	25%	33%	40%	19%	36%	36%	32%	37%	30%	31%

Table 2-5
Summary of Key Econ Data

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-	COMP	SAFE	FLEX	INDUS	BENE-	CAREER	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-	REST
		LIFE	SALARY	ENVIR	SHIFTS	-TRY	FITS	GROWTH											
BASE-TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
MN BIZ CLIMATE (D/S)	-173 -43%	-91 -39%	-102 -45%	-94 -42%	-70 -35%	-68 -40%	-70 -42%	-64 -42%	-79 -46%	-88 -42%	-85 -44%	-83 -44%	-77 -41%	-97 -47%	-58 -45%	-108 -42%	-55 -47%	-56 -43%	-62 -41%
BETTER	49 12%	31 13%	26 12%	27 12%	27 13%	23 13%	22 13%	21 14%	19 11%	28 14%	24 12%	24 13%	24 13%	23 11%	12 9%	36 14%	13 12%	18 14%	17 11%
WORSE	222 56%	122 52%	128 57%	121 55%	96 48%	90 54%	91 55%	84 56%	98 57%	116 56%	109 56%	107 56%	101 54%	120 58%	70 55%	143 56%	68 59%	75 57%	80 52%
SAME	120 30%	74 32%	69 31%	69 31%	71 36%	50 30%	51 30%	43 29%	49 29%	60 29%	55 29%	56 30%	56 30%	61 29%	43 33%	71 28%	31 26%	36 28%	53 35%
2024 ECONOMY (D/S)	-116 -29%	-58 -25%	-60 -27%	-61 -27%	-58 -29%	-52 -31%	-41 -24%	-47 -31%	-50 -29%	-63 -30%	-55 -28%	-56 -30%	-53 -28%	-59 -29%	-44 -34%	-66 -26%	-35 -30%	-43 -33%	-38 -25%
EXPANSION	49 12%	32 14%	26 12%	25 11%	24 12%	18 11%	21 13%	15 10%	20 12%	26 13%	27 14%	21 11%	28 15%	21 10%	13 10%	36 14%	15 13%	15 11%	20 13%
RECESSION	165 41%	91 39%	86 38%	86 39%	82 41%	71 42%	62 37%	62 42%	70 41%	89 43%	82 42%	78 41%	81 43%	80 39%	57 44%	102 40%	50 43%	58 44%	58 38%
FLAT	166 42%	102 44%	103 46%	102 46%	83 42%	71 43%	80 48%	69 46%	77 45%	84 40%	78 40%	84 44%	69 37%	97 47%	53 42%	107 42%	50 43%	57 43%	60 39%
2025 PROJECTION (D/S)	25 6%	12 5%	15 7%	12 5%	13 7%	10 6%	9 5%	12 8%	17 10%	1 -	17 9%	2 1%	18 10%	6 3%	14 11%	8 3%	9 8%	-4 -3%	20 13%
EXPANSION	102 26%	59 25%	56 25%	51 23%	54 27%	40 24%	38 23%	35 24%	46 27%	47 23%	50 26%	45 24%	52 28%	48 23%	36 28%	62 25%	30 26%	29 22%	43 28%
RECESSION	77 19%	47 20%	41 18%	39 17%	41 21%	31 18%	30 18%	24 16%	29 17%	46 22%	34 17%	43 23%	34 18%	43 21%	22 17%	54 21%	21 18%	33 25%	23 15%
FLAT	132 33%	75 32%	76 34%	82 37%	68 34%	55 33%	56 33%	51 34%	65 38%	65 31%	75 39%	54 29%	63 34%	66 32%	41 32%	82 32%	47 40%	36 28%	49 32%

Table 2-6
Summary of Key Econ Data

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
MN BIZ CLIMATE (D/S)	-160 -52%	-29 -54%	-24 -47%	-35 -70%	-26 -51%	-31 -62%	-15 -30%
BETTER	27 9%	6 11%	4 8%	3 7%	5 10%	2 4%	7 13%
WORSE	187 61%	35 66%	28 55%	38 77%	31 61%	33 66%	22 43%
SAME	80 26%	12 21%	11 22%	8 17%	14 27%	14 27%	22 43%
2024 ECONOMY (D/S)	-100 -33%	-24 -44%	-14 -28%	-20 -40%	-17 -33%	-17 -33%	-8 -17%
EXPANSION	32 10%	4 8%	10 19%	- -	5 10%	4 9%	8 17%
RECESSION	132 43%	28 52%	24 47%	20 40%	22 43%	21 42%	17 34%
FLAT	129 42%	20 38%	17 34%	27 53%	23 45%	19 38%	23 46%
2025 PROJECTION (D/S)	-2 -1%	-5 -10%	7 14%	-13 -27%	1 2%	1 3%	8 16%
EXPANSION	70 23%	9 16%	12 25%	8 17%	10 20%	14 28%	16 33%
RECESSION	72 24%	14 26%	5 11%	22 43%	9 18%	13 26%	8 17%
FLAT	101 33%	19 36%	24 48%	8 16%	19 37%	14 28%	16 33%

Table 3-1
Summary of Concerns: % 10

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
OVERALL INFLATION	118	42	26	16	16	18	68	50	55	30	27	62	37	19	28	19	18	10	32	85	57	31	19	6
	29%	30%	30%	33%	36%	22%	30%	29%	38%	24%	27%	30%	31%	28%	35%	33%	41%	27%	44%	26%	36%	26%	22%	27%
THE COSTS OF HEALTH CARE COVERAGE	111	41	21	14	12	23	63	49	43	37	25	61	36	15	24	21	12	10	18	92	60	28	15	5
	28%	29%	25%	29%	27%	29%	28%	28%	30%	29%	25%	30%	30%	21%	30%	36%	26%	26%	25%	29%	37%	24%	18%	21%
ATTRACTING QUALIFIED WORKERS	77	23	14	12	13	16	37	40	31	25	17	39	26	12	19	16	12	6	18	58	38	19	14	5
	19%	17%	16%	24%	29%	20%	16%	23%	22%	20%	17%	19%	22%	18%	24%	28%	27%	17%	25%	18%	24%	16%	17%	21%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	54	18	12	7	6	11	30	24	17	22	11	22	23	8	15	13	8	3	8	45	26	19	7	1
	13%	13%	14%	14%	15%	13%	13%	14%	12%	18%	11%	11%	20%	11%	19%	24%	17%	8%	11%	14%	16%	16%	9%	3%
RETAINING QUALIFIED WORKERS	53	14	11	9	6	11	26	27	17	19	12	28	17	8	10	9	9	4	9	42	26	13	10	1
	13%	10%	13%	19%	15%	14%	11%	16%	12%	15%	12%	14%	14%	11%	13%	15%	19%	10%	13%	13%	16%	11%	12%	3%
DEVELOPING FUTURE LEADERS	49	16	11	9	3	9	28	22	20	14	13	24	14	10	12	9	6	2	8	40	24	15	7	2
	12%	11%	13%	19%	8%	11%	12%	12%	14%	11%	13%	12%	12%	15%	16%	16%	14%	5%	11%	12%	15%	13%	9%	10%

Table 3-2
Summary of Concerns: % 10

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	3/3	UNDER 50	51- 100	101+
BASE-TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
OVERALL INFLATION	118	31	45	76	38	6	38	69	8	98	12	22	58	34	14	65	38	38	30	46	9	98	7	12
	29%	20%	27%	24%	52%	13%	23%	42%	17%	44%	10%	23%	37%	25%	17%	40%	26%	32%	32%	25%	20%	30%	28%	28%
THE COSTS OF HEALTH CARE COVERAGE	111	34	47	81	28	7	40	59	10	81	18	21	51	36	19	57	34	36	27	45	10	97	2	12
	28%	22%	28%	25%	38%	15%	24%	36%	20%	37%	15%	22%	32%	27%	22%	35%	23%	31%	29%	25%	21%	30%	9%	28%
ATTRACTING QUALIFIED WORKERS	77	29	35	64	13	4	36	35	2	60	15	11	36	29	10	38	29	30	19	26	8	65	3	9
	19%	19%	21%	20%	18%	9%	21%	21%	5%	27%	13%	11%	22%	21%	12%	23%	20%	25%	21%	14%	17%	20%	12%	21%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	54	13	24	37	14	1	16	34	2	49	2	8	28	14	9	29	14	19	14	20	3	46	-	8
	13%	8%	15%	12%	20%	3%	10%	21%	4%	22%	2%	8%	18%	11%	11%	18%	10%	16%	15%	11%	7%	14%	-	17%
RETAINING QUALIFIED WORKERS	53	22	20	41	11	3	19	30	4	41	7	9	26	16	5	24	21	21	14	16	5	45	2	6
	13%	14%	12%	13%	15%	5%	11%	18%	9%	19%	6%	9%	16%	11%	6%	15%	14%	18%	15%	9%	12%	14%	7%	14%
DEVELOPING FUTURE LEADERS	49	17	22	39	10	2	20	23	4	37	8	8	27	14	9	27	11	19	12	18	4	39	5	6
	12%	11%	13%	12%	13%	3%	12%	14%	7%	17%	7%	8%	17%	10%	11%	17%	8%	16%	13%	10%	9%	12%	19%	13%

Table 3-3
Summary of Concerns: % 10

BANNER 3

	GENDER		AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE-TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
OVERALL INFLATION	118 29%	93 29%	25 30%	25 31%	23 27%	44 35%	23 26%	15 15%	29 22%	38 49%	54 41%	38 32%	19 18%	36 42%	16 26%	8 15%	12 31%	5 26%	86 29%	28 28%
THE COSTS OF HEALTH CARE COVERAGE	111 28%	82 26%	29 35%	16 20%	22 26%	44 35%	26 30%	17 17%	34 26%	31 40%	43 33%	31 27%	18 16%	25 30%	29 47%	10 19%	12 30%	5 29%	78 26%	32 32%
ATTRACTING QUALIFIED WORKERS	77 19%	56 18%	21 25%	15 18%	15 18%	25 20%	20 22%	10 10%	27 21%	22 29%	25 19%	14 12%	33 30%	20 23%	10 17%	13 24%	7 18%	3 16%	50 17%	27 27%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	54 13%	43 13%	11 13%	9 11%	9 11%	23 19%	10 11%	4 4%	21 16%	17 23%	22 17%	8 7%	13 12%	18 21%	5 7%	10 20%	7 19%	4 20%	33 11%	19 19%
RETAINING QUALIFIED WORKERS	53 13%	40 13%	13 15%	13 16%	12 13%	13 10%	11 13%	6 6%	17 13%	18 24%	17 13%	7 6%	22 20%	11 12%	10 16%	6 11%	5 12%	3 14%	36 12%	16 16%
DEVELOPING FUTURE LEADERS	49 12%	38 12%	12 14%	5 6%	10 11%	16 13%	17 19%	8 8%	15 11%	14 18%	18 14%	12 10%	15 14%	11 13%	8 13%	5 10%	3 8%	4 22%	38 13%	11 11%

Table 3-4
Summary of Concerns: % 10

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIF		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVTMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%	
OVERALL INFLATION	118 29%	56 28%	37 31%	22 29%	18 28%	11 21%	17 32%	13 34%	72 31%	21 23%	12 27%	11 41%	59 38%	39 24%	18 22%	40 27%	15 28%	37 37%	18 35%	24 24%	63 29%	
THE COSTS OF HEALTH CARE COVERAGE	111 28%	46 23%	38 31%	20 28%	17 27%	13 23%	11 21%	14 35%	70 30%	17 19%	13 28%	9 35%	57 37%	30 18%	22 28%	33 22%	19 34%	31 31%	13 25%	24 24%	58 27%	
ATTRACTING QUALIFIED WORKERS	77 19%	26 13%	46 38%	14 19%	11 17%	10 19%	10 18%	10 26%	29 13%	16 18%	17 36%	12 46%	56 36%	14 9%	6 7%	42 29%	11 20%	18 18%	13 25%	15 15%	35 16%	
COSTS OF EMPLOYEE SALARIES AND BENEFITS	54 13%	20 10%	26 22%	9 13%	5 7%	7 13%	7 14%	8 20%	30 13%	11 12%	4 9%	8 29%	35 23%	14 8%	3 4%	21 14%	7 13%	20 20%	6 12%	24 24%	28 13%	
RETAINING QUALIFIED WORKERS	53 13%	18 9%	29 24%	11 14%	7 10%	8 15%	11 20%	9 22%	22 9%	12 13%	8 18%	8 29%	37 24%	10 6%	5 7%	25 17%	9 16%	20 20%	6 12%	13 13%	24 11%	
DEVELOPING FUTURE LEADERS	49 12%	19 10%	20 16%	6 8%	5 8%	11 20%	7 13%	10 24%	22 10%	11 12%	8 17%	6 24%	31 20%	9 6%	9 11%	23 16%	5 10%	15 15%	3 6%	8 8%	28 13%	

Table 3-5
Summary of Concerns: % 10

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCCL PLANS		
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE-TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
OVERALL INFLATION	118 29%	62 27%	61 27%	58 26%	57 29%	50 30%	40 24%	43 29%	52 30%	60 29%	59 30%	54 29%	52 28%	65 32%	36 28%	80 31%	38 33%	40 31%	39 25%
THE COSTS OF HEALTH CARE COVERAGE	111 28%	67 29%	59 26%	69 31%	51 26%	51 31%	44 26%	46 30%	49 29%	59 28%	56 29%	52 27%	51 27%	59 28%	31 25%	77 30%	38 33%	40 31%	33 22%
ATTRACTING QUALIFIED WORKERS	77 19%	40 17%	44 19%	40 18%	36 18%	29 17%	34 20%	25 17%	34 20%	41 20%	37 19%	38 20%	38 20%	40 19%	27 21%	49 19%	25 21%	27 20%	26 17%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	54 13%	30 13%	32 14%	28 13%	25 12%	23 14%	24 14%	22 15%	29 17%	22 11%	30 16%	20 11%	27 14%	27 13%	16 12%	35 14%	23 20%	14 11%	17 11%
RETAINING QUALIFIED WORKERS	53 13%	27 12%	34 15%	27 12%	24 12%	19 12%	22 13%	19 13%	25 15%	26 13%	26 13%	25 13%	23 12%	29 14%	16 13%	35 14%	19 17%	18 14%	15 10%
DEVELOPING FUTURE LEADERS	49 12%	20 9%	30 13%	29 13%	20 10%	17 10%	19 12%	18 12%	22 13%	23 11%	24 12%	20 11%	23 12%	25 12%	17 13%	31 12%	14 12%	11 9%	24 16%

Table 3-6
Summary of Concerns: % 10

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	REGION					
		IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
OVERALL INFLATION	94 31%	15 28%	17 33%	20 40%	18 35%	14 27%	10 21%
THE COSTS OF HEALTH CARE COVERAGE	87 28%	19 34%	17 33%	15 30%	13 25%	12 23%	12 24%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	57 19%	7 13%	15 31%	5 10%	6 12%	13 26%	11 22%
ATTRACTING QUALIFIED WORKERS	57 19%	11 20%	10 19%	8 17%	13 25%	7 14%	8 17%
RETAINING QUALIFIED WORKERS	48 16%	9 16%	7 14%	13 27%	6 12%	6 12%	7 14%
DEVELOPING FUTURE LEADERS	32 10%	5 10%	8 16%	7 13%	3 6%	3 6%	5 11%

Table 4-1
Summary of Concerns: % 8-10

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE					
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
OVERALL INFLATION	210	64	50	27	25	44	114	96	89	62	47	114	63	31	44	35	29	22	44	164	94	60	35	14
	53%	46%	58%	56%	57%	54%	50%	55%	62%	49%	46%	56%	53%	44%	55%	62%	64%	60%	60%	51%	59%	50%	42%	57%
THE COSTS OF HEALTH CARE COVERAGE	206	71	42	27	22	45	113	93	71	73	50	111	67	28	43	38	23	25	34	170	89	67	35	8
	51%	50%	48%	55%	50%	54%	50%	54%	49%	58%	49%	54%	56%	40%	53%	67%	52%	66%	46%	53%	56%	56%	42%	34%
ATTRACTING QUALIFIED WORKERS	163	50	32	25	20	36	82	81	63	53	42	81	54	28	32	29	23	12	32	130	67	54	29	10
	41%	36%	37%	52%	47%	43%	36%	47%	44%	42%	40%	40%	45%	40%	40%	51%	52%	32%	45%	40%	42%	45%	34%	41%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	151	44	32	19	23	34	76	75	55	53	34	75	57	19	36	33	18	15	29	121	65	52	23	6
	38%	31%	37%	39%	52%	41%	34%	43%	39%	42%	34%	37%	48%	28%	46%	58%	40%	39%	39%	37%	40%	44%	28%	25%
RETAINING QUALIFIED WORKERS	137	44	31	20	14	28	75	62	48	43	37	63	50	23	24	27	17	12	22	113	51	46	26	9
	34%	31%	36%	41%	33%	34%	33%	36%	33%	34%	36%	31%	42%	34%	31%	48%	38%	31%	30%	35%	32%	38%	31%	36%
DEVELOPING FUTURE LEADERS	113	35	24	15	15	24	59	54	50	27	30	59	30	24	23	20	14	10	20	92	47	30	28	4
	28%	25%	28%	31%	35%	29%	26%	31%	35%	21%	29%	29%	25%	35%	29%	35%	31%	27%	28%	28%	30%	25%	33%	17%

Table 4-2
Summary of Concerns: % 8-10

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	3/3	UNDER 50	51- 100	101+
BASE-TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
OVERALL INFLATION	210	62	84	146	60	9	74	119	15	164	28	39	95	73	28	107	73	65	54	86	18	178	7	24
	53%	40%	50%	46%	81%	19%	44%	72%	31%	74%	24%	40%	60%	54%	33%	65%	50%	55%	59%	47%	40%	55%	28%	54%
THE COSTS OF HEALTH CARE COVERAGE	206	68	91	158	43	17	80	101	18	138	45	45	90	68	40	95	68	62	52	88	19	178	8	20
	51%	44%	54%	49%	58%	33%	48%	61%	37%	62%	38%	47%	57%	50%	49%	58%	46%	53%	56%	48%	42%	55%	33%	44%
ATTRACTING QUALIFIED WORKERS	163	59	74	133	28	14	74	70	14	107	43	32	66	62	28	70	63	62	36	64	18	135	12	16
	41%	39%	44%	41%	38%	29%	44%	42%	28%	48%	36%	33%	42%	46%	34%	43%	43%	53%	38%	35%	39%	42%	48%	36%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	151	45	63	108	40	7	56	84	9	113	28	27	69	53	23	72	54	50	37	62	16	132	4	15
	38%	30%	37%	34%	54%	15%	34%	51%	18%	51%	23%	28%	44%	39%	28%	44%	36%	43%	40%	34%	36%	41%	16%	34%
RETAINING QUALIFIED WORKERS	137	51	58	109	25	9	53	68	10	92	34	21	58	52	20	56	56	50	31	52	16	113	8	15
	34%	33%	35%	34%	34%	17%	32%	41%	20%	41%	28%	22%	36%	38%	25%	34%	38%	42%	34%	29%	36%	35%	34%	34%
DEVELOPING FUTURE LEADERS	113	46	49	95	18	6	46	56	8	74	30	22	48	40	23	53	34	36	30	45	10	89	7	17
	28%	30%	29%	29%	24%	12%	27%	34%	17%	33%	25%	22%	30%	29%	28%	33%	23%	31%	33%	25%	22%	27%	28%	38%

Table 4-3
Summary of Concerns: % 8-10

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE-TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
OVERALL INFLATION	210 53%	166 52%	44 53%	45 54%	47 54%	70 56%	41 47%	28 27%	63 48%	59 77%	89 68%	67 57%	43 39%	54 63%	33 54%	21 40%	17 44%	12 66%	154 53%	50 50%
THE COSTS OF HEALTH CARE COVERAGE	206 51%	160 51%	46 55%	35 42%	43 50%	77 62%	44 50%	36 36%	62 47%	55 72%	69 52%	50 43%	49 45%	50 58%	44 71%	25 48%	18 47%	9 47%	143 49%	59 59%
ATTRACTING QUALIFIED WORKERS	163 41%	119 38%	44 53%	38 46%	33 39%	57 46%	31 35%	28 27%	58 44%	40 53%	51 39%	42 36%	60 55%	39 45%	21 35%	26 50%	14 36%	7 39%	106 36%	55 56%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	151 38%	114 36%	38 45%	30 36%	30 35%	56 45%	28 32%	17 17%	50 38%	44 57%	55 42%	38 32%	40 37%	41 47%	20 33%	28 54%	13 32%	7 39%	100 34%	48 49%
RETAINING QUALIFIED WORKERS	137 34%	103 33%	34 40%	32 39%	26 30%	51 41%	24 27%	17 17%	52 40%	38 50%	46 35%	37 32%	50 45%	28 32%	19 32%	17 33%	10 25%	6 31%	92 31%	41 41%
DEVELOPING FUTURE LEADERS	113 28%	79 25%	34 40%	21 25%	21 25%	43 35%	25 29%	19 18%	39 30%	29 37%	45 34%	28 24%	35 32%	22 26%	14 22%	15 29%	9 23%	6 31%	78 27%	34 34%

Table 4-4
Summary of Concerns: % 8-10

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVTMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	197	121	73	64	55	55	39	231	90	47	26	154	163	80	149	54	100	51	100	218
	100%	49%	30%	18%	16%	14%	14%	10%	58%	23%	12%	7%	39%	41%	20%	37%	23%	43%	22%	43%	54%
OVERALL INFLATION	210	104	61	37	30	23	30	22	130	37	23	18	98	77	33	73	36	62	29	50	106
	53%	53%	51%	51%	47%	42%	55%	57%	56%	41%	49%	67%	63%	48%	41%	49%	67%	62%	57%	50%	49%
THE COSTS OF HEALTH CARE COVERAGE	206	95	69	41	30	27	23	24	128	34	25	13	98	62	43	66	34	60	25	57	106
	51%	48%	57%	56%	47%	48%	42%	60%	55%	38%	53%	51%	63%	38%	54%	44%	62%	60%	49%	57%	49%
ATTRACTING QUALIFIED WORKERS	163	68	77	33	20	32	20	18	70	42	30	17	100	52	10	86	30	43	22	49	77
	41%	35%	63%	44%	30%	58%	37%	47%	30%	46%	63%	65%	65%	32%	13%	58%	56%	43%	43%	49%	35%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	151	65	63	29	20	19	21	18	78	35	20	15	89	46	15	66	24	39	25	50	72
	38%	33%	52%	40%	32%	34%	38%	47%	34%	39%	42%	57%	58%	28%	19%	45%	44%	39%	49%	50%	33%
RETAINING QUALIFIED WORKERS	137	58	69	29	20	26	21	13	63	31	25	14	84	41	11	67	21	39	15	45	71
	34%	29%	57%	39%	31%	48%	38%	33%	27%	34%	52%	55%	54%	25%	13%	45%	39%	39%	29%	45%	33%
DEVELOPING FUTURE LEADERS	113	50	43	23	15	25	14	17	56	27	15	11	62	37	13	51	17	26	18	21	58
	28%	25%	36%	32%	23%	44%	25%	43%	24%	30%	32%	43%	40%	23%	16%	34%	31%	26%	35%	21%	26%

Table 4-5
Summary of Concerns: % 8-10

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCCL PLANS		
	TOTAL	WORK-	COMP	SAFE	FLEX	INDUS	BENE-	CAREER	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-	
		LIFE	SALARY	ENVIR	SHIFTS	-TRY	FITS	GROWTH										LEADER	THER
BASE-TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
OVERALL INFLATION	210 53%	119 51%	107 47%	107 48%	102 51%	88 52%	79 48%	84 56%	87 51%	113 54%	100 51%	103 54%	92 49%	118 57%	65 51%	138 54%	60 51%	73 56%	77 51%
THE COSTS OF HEALTH CARE COVERAGE	206 51%	129 55%	115 51%	120 54%	95 48%	95 57%	94 57%	83 55%	85 50%	112 54%	101 52%	99 52%	99 53%	104 50%	64 50%	138 54%	59 51%	71 54%	76 50%
ATTRACTING QUALIFIED WORKERS	163 41%	94 40%	96 43%	87 39%	80 40%	68 41%	71 43%	60 40%	66 39%	91 44%	75 39%	83 44%	81 43%	82 40%	56 44%	105 41%	44 38%	59 45%	60 39%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	151 38%	95 41%	85 38%	80 36%	70 35%	70 42%	70 42%	60 40%	61 36%	84 41%	73 38%	72 38%	72 39%	78 38%	46 36%	102 40%	42 37%	52 39%	57 37%
RETAINING QUALIFIED WORKERS	137 34%	81 35%	85 38%	76 34%	71 36%	62 37%	58 35%	56 37%	56 33%	74 36%	64 33%	67 35%	66 35%	70 34%	47 37%	88 35%	36 31%	46 35%	55 36%
DEVELOPING FUTURE LEADERS	113 28%	65 28%	68 30%	67 30%	56 28%	55 33%	50 30%	48 32%	51 30%	56 27%	57 29%	51 27%	58 31%	55 26%	38 29%	74 29%	35 30%	34 26%	44 29%

Table 4-6
Summary of Concerns: % 8-10

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
OVERALL INFLATION	177 58%	36 67%	22 44%	40 80%	29 57%	28 56%	22 43%
THE COSTS OF HEALTH CARE COVERAGE	176 58%	34 62%	23 47%	37 74%	25 49%	29 58%	28 56%
ATTRACTING QUALIFIED WORKERS	144 47%	30 56%	19 39%	23 47%	22 43%	24 48%	25 49%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	138 45%	24 44%	21 42%	18 37%	25 49%	28 56%	22 43%
RETAINING QUALIFIED WORKERS	120 39%	21 39%	22 45%	17 33%	15 29%	19 38%	26 52%
DEVELOPING FUTURE LEADERS	82 27%	17 31%	11 22%	15 30%	18 35%	9 19%	11 23%

Table 5-1
Summary of Concerns: Mean

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE					
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE-TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	227 57%	173 43%	144 36%	126 32%	102 25%	204 51%	120 30%	70 17%	80 20%	57 14%	45 11%	38 9%	73 18%	322 81%	160 40%	119 30%	84 21%	24 6%
OVERALL INFLATION	7.3	7.1	7.5	7.5	7.2	7.3	7.3	7.3	7.6	7.2	7.1	7.3	7.4	7.1	7.6	7.8	7.5	7.1	7.5	7.2	7.5	7.2	7.1	7.5
THE COSTS OF HEALTH CARE COVERAGE	7.2	7.1	7.0	7.4	7.4	7.6	7.0	7.5	6.8	7.5	7.5	7.1	7.5	7.2	7.4	7.9	7.3	7.7	6.5	7.4	7.4	7.5	6.7	7.0
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.4	6.1	6.3	6.8	6.7	6.7	6.2	6.7	6.1	6.7	6.7	6.0	7.1	6.5	6.7	7.3	6.6	6.4	6.4	6.4	6.4	6.8	6.2	5.6
ATTRACTING QUALIFIED WORKERS	6.4	6.0	6.4	6.7	6.9	6.5	6.1	6.7	6.2	6.3	7.0	6.1	6.8	6.7	6.6	7.0	6.9	6.1	6.5	6.4	6.2	6.7	6.0	6.8
RETAINING QUALIFIED WORKERS	5.7	5.4	5.7	6.2	5.8	6.1	5.5	6.1	5.4	5.7	6.4	5.4	6.2	6.2	5.4	6.6	6.1	5.5	5.3	5.9	5.6	6.0	5.5	5.9
DEVELOPING FUTURE LEADERS	5.6	5.3	5.7	6.1	5.6	5.6	5.5	5.8	5.7	5.2	6.0	5.4	5.8	6.0	5.6	6.3	5.7	5.5	5.5	5.6	5.5	5.8	5.6	5.1

Table 5-2
Summary of Concerns: Mean

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					CONF																			
BASE-TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
OVERALL INFLATION	7.3	6.6	7.3	7.0	8.7	5.3	7.0	8.2	6.0	8.4	5.9	6.6	7.8	7.2	6.2	8.1	7.0	7.4	7.8	6.9	6.7	7.3	6.9	7.3
THE COSTS OF HEALTH CARE COVERAGE	7.2	7.1	7.2	7.1	7.5	6.2	7.2	7.6	6.4	7.8	6.5	6.8	7.5	7.3	6.8	7.6	7.1	7.3	7.4	7.0	6.9	7.3	6.9	7.5
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.4	6.0	6.5	6.3	6.9	5.1	6.3	7.0	5.2	7.2	5.5	5.9	6.8	6.4	5.8	6.8	6.3	6.7	6.7	6.1	6.1	6.4	5.9	6.8
ATTRACTING QUALIFIED WORKERS	6.4	6.4	6.6	6.5	5.8	5.1	6.7	6.4	5.3	6.8	6.1	5.8	6.4	6.7	5.8	6.4	6.6	6.9	6.4	6.0	6.4	6.3	6.6	6.7
RETAINING QUALIFIED WORKERS	5.7	5.8	5.8	5.8	5.3	4.5	5.7	6.1	4.8	6.2	5.2	5.3	5.8	5.9	5.0	5.7	6.1	6.1	5.6	5.5	6.0	5.7	6.2	6.2
DEVELOPING FUTURE LEADERS	5.6	5.6	5.7	5.7	5.3	4.4	5.7	5.9	5.0	6.0	5.2	5.0	5.7	5.8	5.4	5.9	5.3	6.0	5.6	5.4	5.4	5.6	6.2	5.9

Table 5-3
Summary of Concerns: Mean

BANNER 3

	GENDER		AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- SION	FLAT	RECES- SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE-TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
OVERALL INFLATION	7.3	7.2	7.5	7.6	7.2	7.6	6.8	6.0	7.2	8.5	8.1	7.4	6.6	8.1	7.3	6.5	7.3	7.5	7.3	7.3
THE COSTS OF HEALTH CARE COVERAGE	7.2	7.1	7.6	6.6	7.3	7.8	6.9	6.4	7.1	8.2	7.3	6.8	7.0	7.5	8.3	6.6	7.3	7.5	7.1	7.5
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.4	6.3	6.7	6.5	6.4	7.0	5.6	5.5	6.7	7.1	6.7	5.9	6.3	7.1	6.4	7.0	6.2	7.0	6.2	7.0
ATTRACTING QUALIFIED WORKERS	6.4	6.2	6.8	6.8	6.3	6.6	5.8	5.4	6.8	6.9	6.2	5.7	7.4	6.7	5.9	7.0	6.1	6.3	6.1	7.1
RETAINING QUALIFIED WORKERS	5.7	5.6	6.1	6.0	5.7	6.0	5.1	4.6	6.0	6.8	5.8	5.2	6.6	5.8	5.6	6.1	4.9	5.8	5.5	6.3
DEVELOPING FUTURE LEADERS	5.6	5.5	6.0	5.4	5.3	6.0	5.5	5.0	5.6	6.2	5.8	5.2	6.1	5.6	5.6	5.5	5.1	5.5	5.5	6.1

Table 5-4
Summary of Concerns: Mean

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVTMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%	
OVERALL INFLATION	7.3	7.4	7.4	7.4	7.1	6.8	7.4	7.2	7.4	6.9	7.2	7.8	7.9	7.0	6.5	7.2	8.0	7.7	7.3	7.4	7.2	
THE COSTS OF HEALTH CARE COVERAGE	7.2	7.0	7.5	7.2	7.2	7.2	7.0	7.4	7.3	6.8	7.5	7.6	8.0	6.6	6.9	7.2	7.8	7.6	7.3	7.4	7.0	
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.4	6.2	7.1	6.3	6.3	6.6	6.8	6.8	6.1	6.8	6.9	6.9	7.3	6.1	5.4	6.9	7.0	6.5	6.6	7.0	6.2	
ATTRACTING QUALIFIED WORKERS	6.4	5.9	7.7	6.4	6.0	7.2	6.5	6.9	5.6	7.0	7.9	7.8	7.8	6.0	4.1	7.6	6.9	6.5	6.6	6.7	6.1	
RETAINING QUALIFIED WORKERS	5.7	5.4	7.0	5.9	5.3	6.6	6.4	6.1	5.1	6.3	6.9	6.7	7.0	5.3	4.1	6.7	6.1	6.4	5.6	6.3	5.5	
DEVELOPING FUTURE LEADERS	5.6	5.3	6.2	5.6	5.6	6.6	5.8	5.8	5.3	5.8	6.5	5.6	6.8	5.0	4.5	6.2	5.7	5.8	5.6	5.4	5.5	

Table 5-5
Summary of Concerns: Mean

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE-TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
OVERALL INFLATION	7.3	7.2	7.1	7.1	7.2	7.2	7.1	7.4	7.2	7.3	7.3	7.3	7.2	7.5	7.2	7.4	7.3	7.4	7.2
THE COSTS OF HEALTH CARE COVERAGE	7.2	7.4	7.2	7.5	7.1	7.5	7.5	7.6	7.4	7.1	7.3	7.2	7.3	7.2	7.3	7.3	7.5	7.1	7.1
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.4	6.5	6.4	6.4	6.4	6.6	6.5	6.5	6.6	6.4	6.6	6.3	6.6	6.4	6.5	6.4	6.8	6.3	6.3
ATTRACTING QUALIFIED WORKERS	6.4	6.3	6.5	6.3	6.3	6.5	6.6	6.5	6.3	6.4	6.4	6.3	6.5	6.3	6.8	6.2	6.4	6.4	6.3
RETAINING QUALIFIED WORKERS	5.7	5.7	5.8	5.6	5.8	5.9	5.8	5.9	5.7	5.8	5.8	5.7	5.8	5.7	6.1	5.6	5.8	5.7	5.7
DEVELOPING FUTURE LEADERS	5.6	5.6	5.8	5.7	5.7	5.9	5.8	5.9	5.7	5.5	5.6	5.5	5.7	5.6	6.1	5.5	5.7	5.4	5.8

Table 5-6
Summary of Concerns: Mean

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
OVERALL INFLATION	7.6	8.0	7.0	8.4	7.3	7.4	7.4
THE COSTS OF HEALTH CARE COVERAGE	7.5	7.8	7.2	8.0	7.3	7.3	7.5
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.8	7.0	6.7	6.3	6.6	7.1	7.0
ATTRACTING QUALIFIED WORKERS	6.6	6.9	6.0	6.9	6.6	6.5	6.8
RETAINING QUALIFIED WORKERS	6.2	6.1	6.4	6.4	5.6	6.1	6.4
DEVELOPING FUTURE LEADERS	5.6	5.7	5.6	5.9	5.6	5.5	5.3

Table 6-1
 QUESTION 1:
 From a financial perspective, how do you feel right now about the future for your company?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (CONFIDENT - NOT CONFIDENT)	247	91	55	23	33	44	146	101	66	79	85	113	73	61	44	31	27	24	43	202	68	84	68	14
	62%	65%	64%	48%	78%	54%	64%	58%	46%	63%	83%	56%	61%	88%	55%	55%	60%	65%	59%	63%	43%	70%	81%	60%
TOTAL CONFIDENT	321	114	71	35	38	63	185	136	102	103	93	157	96	65	62	43	36	31	57	260	112	101	76	19
-----	80%	81%	82%	73%	88%	77%	82%	79%	71%	81%	92%	77%	80%	94%	77%	77%	79%	83%	79%	81%	70%	85%	90%	80%
TOTAL NOT CONFIDENT	74	23	16	12	4	19	39	35	37	24	8	44	23	4	17	12	8	7	14	58	44	18	7	5
-----	18%	16%	18%	25%	10%	23%	17%	20%	26%	19%	8%	21%	19%	6%	22%	22%	19%	17%	20%	18%	27%	15%	9%	20%
VERY CONFIDENT	153	53	27	22	19	33	80	74	37	44	58	65	43	43	24	20	20	13	30	122	45	45	43	12
	38%	38%	31%	46%	43%	40%	35%	43%	26%	35%	57%	32%	36%	62%	30%	35%	43%	35%	41%	38%	28%	37%	52%	51%
SOMEWHAT CONFIDENT	168	61	44	13	19	30	105	62	65	59	35	92	52	22	37	24	16	18	28	138	67	57	32	7
	42%	44%	51%	27%	45%	37%	46%	36%	45%	46%	35%	45%	44%	31%	47%	42%	35%	47%	38%	43%	42%	48%	39%	29%
NOT VERY CONFIDENT	52	13	12	10	3	14	25	27	27	16	6	32	16	3	12	9	6	5	10	42	30	11	7	4
	13%	9%	13%	20%	7%	17%	11%	16%	19%	13%	6%	16%	13%	4%	15%	16%	14%	12%	14%	13%	19%	9%	8%	17%
NOT AT ALL CONFIDENT	22	10	4	2	1	5	14	8	10	8	2	12	7	2	6	3	2	2	4	16	14	7	1	1
	6%	7%	5%	5%	2%	6%	6%	5%	7%	6%	2%	6%	6%	2%	7%	6%	4%	6%	6%	5%	9%	6%	1%	3%
DON'T KNOW/UNSURE	5	3	-	1	1	-	3	2	4	-	-	3	2	-	1	1	1	-	1	4	4	-	1	-
	1%	2%	-	2%	2%	-	1%	1%	3%	-	-	2%	1%	-	1%	1%	2%	-	1%	1%	3%	-	1%	-

Table 6-2
 QUESTION 1:
 From a financial perspective, how do you feel right now about the future for your company?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					74																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (CONFIDENT - NOT CONFIDENT)	247	153	168	321	-74	47	134	51	46	85	108	91	49	99	78	44	121	77	39	126	34	186	22	39
	62%	100%	100%	100%	-100%	95%	81%	31%	93%	38%	90%	94%	31%	73%	94%	27%	82%	65%	42%	69%	74%	57%	90%	86%
TOTAL CONFIDENT	321	153	168	321	-	48	149	106	47	151	114	92	103	117	80	103	133	97	65	152	39	253	24	42
	80%	100%	100%	100%	-	98%	90%	64%	97%	68%	95%	96%	65%	86%	96%	63%	90%	83%	70%	84%	86%	78%	95%	93%
TOTAL NOT CONFIDENT	74	-	-	-	74	1	15	56	2	66	6	2	54	18	2	59	12	20	26	26	5	66	1	3
	18%	-	-	-	100%	2%	9%	34%	3%	30%	5%	2%	34%	13%	3%	36%	8%	17%	29%	14%	12%	20%	5%	7%
VERY CONFIDENT	153	153	-	153	-	37	70	41	34	52	61	59	31	57	52	34	61	48	28	73	18	108	15	29
	38%	100%	-	48%	-	74%	42%	25%	68%	24%	51%	61%	19%	41%	63%	21%	42%	41%	30%	40%	39%	33%	60%	64%
SOMEWHAT CONFIDENT	168	-	168	168	-	12	80	65	14	99	53	34	72	61	28	68	72	49	37	80	21	144	9	13
	42%	-	100%	52%	-	24%	48%	40%	28%	44%	44%	35%	45%	44%	34%	42%	49%	41%	40%	44%	47%	44%	35%	30%
NOT VERY CONFIDENT	52	-	-	-	52	1	10	39	1	46	5	1	35	16	-	40	11	13	22	15	4	48	1	1
	13%	-	-	-	70%	2%	6%	24%	2%	21%	4%	1%	22%	12%	-	24%	8%	11%	24%	8%	10%	15%	5%	3%
NOT AT ALL CONFIDENT	22	-	-	-	22	-	5	17	1	20	1	1	19	2	2	19	1	7	4	11	1	19	-	2
	6%	-	-	-	30%	-	3%	10%	1%	9%	1%	1%	12%	2%	3%	12%	1%	6%	4%	6%	2%	6%	-	4%
DON'T KNOW/UNSURE	5	-	-	-	-	-	2	3	-	5	-	2	2	1	1	2	2	-	1	4	1	5	-	-
	1%	-	-	-	-	-	1%	2%	-	2%	-	2%	1%	1%	1%	1%	1%	-	1%	2%	2%	2%	-	-

Table 6-3
 QUESTION 1:
 From a financial perspective, how do you feel right now about the future for your company?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- -SION	FLAT	RECES- -SION	INFL- -ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	316	84	83	86	124	88	102	132	77	132	118	110	86	61	52	39	19	294	99
	100%	79%	21%	21%	22%	31%	22%	26%	33%	19%	33%	30%	27%	21%	15%	13%	10%	5%	73%	25%
**D/S (CONFIDENT - NOT CONFIDENT)	247	189	58	70	57	64	44	86	91	27	69	53	96	34	35	43	28	11	194	52
	62%	60%	69%	85%	66%	52%	50%	84%	69%	35%	53%	45%	87%	39%	57%	84%	72%	61%	66%	53%
TOTAL CONFIDENT	321	250	71	77	71	94	65	94	111	51	99	84	103	59	47	48	34	15	242	75
-----	80%	79%	84%	92%	82%	75%	74%	92%	84%	66%	76%	71%	94%	69%	77%	92%	86%	80%	82%	76%
TOTAL NOT CONFIDENT	74	62	12	6	14	30	21	8	20	24	30	31	7	25	13	4	5	4	48	23
-----	18%	20%	15%	8%	16%	24%	23%	8%	16%	31%	23%	26%	6%	29%	21%	8%	14%	20%	16%	23%
VERY CONFIDENT	153	123	30	35	34	40	36	49	53	20	39	34	59	21	21	24	10	7	117	34
	38%	39%	36%	42%	40%	32%	41%	48%	40%	26%	30%	29%	54%	24%	35%	46%	26%	37%	40%	35%
SOMEWHAT CONFIDENT	168	127	41	42	36	54	29	45	58	31	60	50	43	38	26	24	24	8	125	41
	42%	40%	48%	50%	42%	43%	33%	44%	44%	40%	46%	42%	40%	45%	42%	45%	60%	43%	43%	41%
NOT VERY CONFIDENT	52	42	10	6	9	22	14	7	15	18	23	23	6	15	10	4	4	3	31	18
	13%	13%	12%	8%	10%	17%	16%	7%	12%	23%	18%	19%	5%	18%	16%	8%	10%	16%	11%	18%
NOT AT ALL CONFIDENT	22	20	2	-	5	8	7	1	5	6	7	8	1	10	3	-	2	1	17	5
	6%	6%	3%	-	6%	6%	7%	1%	4%	8%	5%	7%	1%	11%	5%	-	4%	4%	6%	5%
DON'T KNOW/UNSURE	5	4	1	-	2	1	2	-	-	2	2	3	-	2	1	-	-	-	4	1
	1%	1%	1%	-	2%	1%	3%	-	-	3%	1%	2%	-	2%	2%	-	-	-	1%	1%

Table 6-4
 QUESTION 1:
 From a financial perspective, how do you feel right now about the future for your company?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (CONFIDENT - NOT CONFIDENT)	247 62%	124 63%	84 70%	52 70%	39 61%	45 82%	38 70%	31 78%	120 52%	66 73%	34 73%	21 81%	75 48%	119 73%	50 63%	107 72%	30 56%	65 65%	40 78%	77 77%	141 65%
TOTAL CONFIDENT	321 80%	158 80%	103 85%	62 85%	52 80%	50 91%	46 84%	35 89%	173 75%	78 86%	40 87%	24 90%	113 73%	141 87%	64 80%	127 86%	42 77%	82 82%	45 88%	87 87%	178 82%
TOTAL NOT CONFIDENT	74 18%	34 17%	18 15%	11 15%	13 20%	5 9%	8 14%	4 11%	53 23%	12 13%	6 13%	2 10%	38 25%	22 13%	14 17%	21 14%	12 21%	18 18%	5 10%	11 11%	37 17%
VERY CONFIDENT	153 38%	66 34%	49 40%	26 36%	24 38%	27 49%	32 59%	18 47%	69 30%	44 48%	24 50%	13 50%	50 32%	63 39%	38 48%	72 48%	19 34%	55 55%	21 41%	40 40%	77 35%
SOMEWHAT CONFIDENT	168 42%	92 47%	54 44%	36 49%	28 43%	23 42%	14 25%	17 42%	104 45%	34 38%	17 36%	10 40%	63 41%	78 48%	26 32%	56 37%	23 43%	27 27%	24 47%	47 47%	101 46%
NOT VERY CONFIDENT	52 13%	21 11%	16 13%	10 14%	12 18%	4 7%	7 13%	1 3%	35 15%	11 12%	5 10%	2 7%	31 20%	14 8%	7 9%	17 11%	8 15%	15 15%	3 6%	6 6%	23 11%
NOT AT ALL CONFIDENT	22 6%	13 6%	2 2%	1 1%	1 1%	2 2%	1 1%	3 8%	19 8%	1 1%	2 3%	1 3%	7 5%	8 5%	7 9%	3 2%	4 7%	3 3%	2 4%	5 5%	14 6%
DON'T KNOW/UNSURE	5 1%	4 2%	-	-	-	-	1 2%	-	4 2%	1 1%	-	-	3 2%	-	2 3%	1 1%	1 2%	-	1 2%	2 2%	3 1%

Table 6-5
 QUESTION 1:
 From a financial perspective, how do you feel right now about the future for your company?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400	233	225	222	199	167	167	150	171	207	194	190	188	206	128	254	116	131	153
	100%	58%	56%	55%	50%	42%	42%	38%	43%	52%	48%	47%	47%	52%	32%	64%	29%	33%	38%
**D/S (CONFIDENT - NOT CONFIDENT)	247	160	144	158	133	120	128	105	117	111	140	92	139	102	100	132	90	61	96
	62%	68%	64%	71%	67%	72%	76%	70%	69%	54%	72%	49%	74%	50%	78%	52%	78%	46%	63%
TOTAL CONFIDENT	321	195	183	188	165	143	147	127	142	158	167	139	162	153	113	191	102	95	124
	80%	84%	82%	85%	83%	85%	88%	85%	84%	76%	86%	73%	86%	74%	89%	75%	88%	72%	81%
TOTAL NOT CONFIDENT	74	35	40	31	32	23	19	22	25	47	27	47	24	50	13	59	13	34	27
	18%	15%	18%	14%	16%	14%	12%	15%	15%	23%	14%	25%	13%	24%	10%	23%	11%	26%	18%
VERY CONFIDENT	153	95	91	85	79	75	74	65	80	61	91	56	89	63	64	83	60	33	60
	38%	40%	41%	38%	40%	45%	44%	43%	47%	30%	47%	30%	47%	31%	50%	33%	52%	26%	39%
SOMEWHAT CONFIDENT	168	101	92	103	86	67	73	63	63	97	75	83	74	90	49	108	42	61	64
	42%	43%	41%	47%	43%	40%	44%	42%	37%	47%	39%	44%	39%	43%	38%	42%	37%	47%	42%
NOT VERY CONFIDENT	52	24	28	17	25	16	11	15	15	35	19	32	19	33	8	44	9	26	17
	13%	10%	12%	8%	12%	9%	7%	10%	9%	17%	10%	17%	10%	16%	7%	17%	8%	20%	11%
NOT AT ALL CONFIDENT	22	11	12	13	7	7	8	7	10	12	7	15	5	17	5	15	4	8	10
	6%	5%	5%	6%	4%	4%	5%	5%	6%	6%	4%	8%	2%	8%	4%	6%	3%	6%	7%
DON'T KNOW/UNSURE	5	3	2	3	2	2	1	1	3	2	1	4	2	3	1	4	1	2	2
	1%	1%	1%	1%	1%	1%	1%	1%	2%	1%	-	2%	1%	2%	1%	2%	1%	2%	1%

Table 6-6
 QUESTION 1:
 From a financial perspective, how do you feel right now about the future for your company?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	REGION					
		IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (CONFIDENT - NOT CONFIDENT)	211 69%	30 56%	28 55%	37 74%	40 78%	40 79%	37 74%
TOTAL CONFIDENT -----	256 84%	42 77%	39 78%	43 87%	45 88%	44 88%	43 87%
TOTAL NOT CONFIDENT -----	45 15%	12 21%	11 22%	7 13%	5 10%	4 8%	7 13%
VERY CONFIDENT	135 44%	19 34%	25 50%	30 60%	21 41%	17 34%	23 46%
SOMEWHAT CONFIDENT	121 40%	23 43%	14 28%	13 26%	24 47%	27 53%	20 41%
NOT VERY CONFIDENT	32 10%	8 15%	10 20%	5 10%	3 6%	3 6%	3 6%
NOT AT ALL CONFIDENT	13 4%	4 7%	1 3%	2 3%	2 4%	1 2%	4 7%
DON'T KNOW/UNSURE	4 1%	1 2%	- -	- -	1 2%	2 4%	- -

Table 7-1
 QUESTION 3:
 Thinking about the business climate in Minnesota compared to say five years ago, would you say the business climate has gotten better, gotten worse or stayed about the same?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL- \$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC- ISION	METAL	PROC- ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MAN- AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	-173	-48	-40	-28	-21	-37	-88	-85	-66	-44	-52	-83	-60	-29	-49	-33	-19	-15	-32	-139	-74	-66	-26	-5
	-43%	-34%	-46%	-57%	-49%	-45%	-39%	-49%	-46%	-35%	-51%	-40%	-50%	-42%	-61%	-58%	-42%	-40%	-44%	-43%	-46%	-56%	-31%	-19%
GOTTEN BETTER	49	18	12	4	4	12	29	20	18	22	6	29	12	8	5	5	6	5	10	39	23	9	13	4
	12%	13%	13%	9%	9%	14%	13%	11%	13%	18%	6%	14%	10%	11%	6%	8%	14%	14%	13%	12%	14%	7%	16%	15%
GOTTEN WORSE	222	66	52	32	25	48	118	105	84	67	58	112	72	37	54	38	25	20	42	178	97	75	39	8
	56%	47%	60%	66%	57%	59%	52%	61%	58%	53%	57%	55%	60%	53%	67%	66%	56%	54%	58%	55%	61%	63%	46%	34%
STAYED ABOUT THE SAME	120	54	23	10	15	19	76	44	40	35	37	60	33	23	20	15	14	11	19	100	37	35	28	12
	30%	38%	26%	21%	34%	23%	34%	26%	28%	36%	29%	27%	33%	25%	26%	30%	28%	26%	31%	23%	29%	33%	33%	52%
DON'T KNOW	8	3	1	2	-	3	4	4	1	3	-	3	2	3	1	-	-	1	2	6	3	1	4	-
	2%	2%	1%	4%	-	3%	2%	2%	1%	2%	-	2%	2%	4%	1%	-	-	4%	3%	2%	2%	1%	5%	-

Table 7-2
 QUESTION 3:
 Thinking about the business climate in Minnesota compared to say five years ago, would you say the business climate has gotten better, gotten worse or stayed about the same?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO			EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+		
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45		
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%		
**D/S (GOTTEN BETTER - GOTTEN WORSE)	-173	-19	-85	-104	-64	9	-53	-118	49	-222	-	-5	-116	-51	-8	-123	-41	-58	-56	-56	-14	-142	-10	-19		
	-43%	-12%	-51%	-32%	-87%	18%	-32%	-71%	100%	-100%	-	-5%	-73%	-37%	-10%	-75%	-28%	-49%	-60%	-31%	-31%	-44%	-40%	-43%		
GOTTEN BETTER	49	34	14	47	2	18	20	10	49	-	-	26	6	15	19	6	22	11	7	30	5	42	3	5		
	12%	22%	8%	15%	2%	36%	12%	6%	100%	-	-	27%	4%	11%	23%	4%	15%	10%	7%	16%	10%	13%	12%	10%		
GOTTEN WORSE	222	52	99	151	66	9	74	127	-	222	-	31	123	66	28	129	64	69	63	86	19	184	13	24		
	56%	34%	59%	47%	89%	18%	44%	77%	-	100%	-	33%	77%	48%	33%	79%	43%	59%	68%	47%	42%	57%	52%	53%		
STAYED ABOUT THE SAME	120	61	53	114	6	19	71	26	-	-	120	34	30	52	31	28	59	36	21	63	21	93	8	15		
	30%	40%	32%	36%	8%	38%	42%	16%	-	-	100%	35%	19%	38%	38%	17%	40%	31%	23%	35%	46%	29%	31%	34%		
DON'T KNOW	8	6	2	8	-	4	2	3	-	-	-	4	-	4	5	1	2	1	2	4	1	5	1	1		
	2%	4%	1%	2%	-	7%	1%	2%	-	-	-	5%	-	3%	6%	1%	1%	1%	2%	2%	2%	2%	5%	3%		

Table 7-3
 QUESTION 3:
 Thinking about the business climate in Minnesota compared to say five years ago, would you say the business climate has gotten better, gotten worse or stayed about the same?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	316	84	83	86	124	88	102	132	77	132	118	110	86	61	52	39	19	294	99
	100%	79%	21%	21%	22%	31%	22%	26%	33%	19%	33%	30%	27%	21%	15%	13%	10%	5%	73%	25%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	-173	-146	-27	-24	-47	-61	-37	-7	-64	-49	-84	-56	-39	-60	-20	-10	-19	-9	-118	-49
	-43%	-46%	-33%	-28%	-54%	-49%	-42%	-7%	-49%	-64%	-64%	-47%	-36%	-70%	-33%	-19%	-49%	-50%	-40%	-49%
GOTTEN BETTER	49	39	10	13	7	14	11	20	14	4	10	15	12	4	13	9	3	3	39	10
	12%	12%	12%	16%	9%	12%	13%	20%	11%	5%	7%	12%	11%	5%	21%	18%	9%	14%	13%	10%
GOTTEN WORSE	222	185	37	37	54	75	48	27	78	53	93	71	51	64	33	20	23	12	157	59
	56%	59%	44%	44%	63%	60%	55%	26%	60%	69%	71%	60%	46%	75%	54%	38%	58%	64%	53%	60%
STAYED ABOUT THE SAME	120	86	34	30	24	35	25	51	39	19	27	32	43	18	14	22	13	3	92	27
	30%	27%	40%	36%	28%	28%	29%	50%	30%	24%	21%	27%	39%	21%	23%	42%	33%	18%	31%	28%
DON'T KNOW	8	5	3	3	1	-	3	4	-	1	1	1	4	-	1	1	-	1	6	2
	2%	2%	4%	3%	1%	-	4%	4%	-	2%	1%	1%	3%	-	1%	2%	-	4%	2%	2%

Table 7-4
 QUESTION 3:
 Thinking about the business climate in Minnesota compared to say five years ago, would you say the business climate has gotten better, gotten worse or stayed about the same?
 BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS						
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	-173 -43%	-85 -43%	-65 -54%	-19 -26%	-18 -28%	-17 -32%	-19 -36%	-23 -59%	-98 -42%	-43 -48%	-19 -41%	-11 -40%	-99 -64%	-59 -36%	-13 -17%	-73 -49%	-29 -54%	-59 -59%	-26 -51%	-46 -46%	-81 -37%
GOTTEN BETTER	49 12%	27 14%	9 7%	16 22%	11 18%	7 13%	12 21%	2 5%	32 14%	8 9%	6 14%	2 10%	10 7%	23 14%	16 20%	13 8%	6 11%	7 7%	5 10%	8 8%	29 14%
GOTTEN WORSE	222 56%	112 57%	74 61%	35 48%	29 46%	25 45%	31 57%	25 64%	130 56%	51 56%	25 54%	13 50%	109 71%	81 50%	30 37%	85 57%	35 66%	66 66%	31 61%	54 54%	111 51%
STAYED ABOUT THE SAME	120 30%	57 29%	36 30%	18 25%	23 35%	24 43%	12 21%	12 30%	65 28%	28 31%	15 32%	10 38%	33 21%	56 34%	31 39%	48 32%	12 21%	19 19%	14 27%	35 35%	74 34%
DON'T KNOW	8 2%	1 -	2 1%	4 5%	1 1%	- -	- -	1 2%	4 2%	4 4%	- -	1 3%	2 1%	3 2%	3 4%	3 2%	1 2%	7 7%	1 2%	2 2%	4 2%

Table 7-5
 QUESTION 3:
 Thinking about the business climate in Minnesota compared to say five years ago, would you say the business climate has gotten better, gotten worse or stayed about the same?

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS			
	TOTAL	WORK-	COMP	SAFE	FLEX	INDUS	BENE-	CAREER	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-	REST
		LIFE BAL	SALARY	ENVIR	SHIFTS	-TRY LEADER	FITS	GROWTH											
BASE=TOTAL SAMPLE	400	233	225	222	199	167	167	150	171	207	194	190	188	206	128	254	116	131	153
	100%	58%	56%	55%	50%	42%	42%	38%	43%	52%	48%	47%	47%	52%	32%	64%	29%	33%	38%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	-173	-91	-102	-94	-70	-68	-70	-64	-79	-88	-85	-83	-77	-97	-58	-108	-55	-56	-62
	-43%	-39%	-45%	-42%	-35%	-40%	-42%	-42%	-46%	-42%	-44%	-44%	-41%	-47%	-45%	-42%	-47%	-43%	-41%
GOTTEN BETTER	49	31	26	27	27	23	22	21	19	28	24	24	24	23	12	36	13	18	17
	12%	13%	12%	12%	13%	13%	13%	14%	11%	14%	12%	13%	13%	11%	9%	14%	12%	14%	11%
GOTTEN WORSE	222	122	128	121	96	90	91	84	98	116	109	107	101	120	70	143	68	75	80
	56%	52%	57%	55%	48%	54%	55%	56%	57%	56%	56%	56%	54%	58%	55%	56%	59%	57%	52%
STAYED ABOUT THE SAME	120	74	69	69	71	50	51	43	49	60	55	56	56	61	43	71	31	36	53
	30%	32%	31%	31%	36%	30%	30%	29%	29%	29%	29%	30%	30%	29%	33%	28%	26%	28%	35%
DON'T KNOW	8	5	2	5	5	4	3	2	4	4	5	3	5	3	3	5	4	2	3
	2%	2%	1%	2%	3%	2%	2%	2%	3%	2%	3%	1%	3%	1%	3%	2%	3%	1%	2%

Table 7-6

QUESTION 3:
Thinking about the business climate in Minnesota compared to say five years ago, would you say the business climate has gotten better, gotten worse or stayed about the same?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	REGION					
		IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	-160 -52%	-29 -54%	-24 -47%	-35 -70%	-26 -51%	-31 -62%	-15 -30%
GOTTEN BETTER	27 9%	6 11%	4 8%	3 7%	5 10%	2 4%	7 13%
GOTTEN WORSE	187 61%	35 66%	28 55%	38 77%	31 61%	33 66%	22 43%
STAYED ABOUT THE SAME	80 26%	12 21%	11 22%	8 17%	14 27%	14 27%	22 43%
DON'T KNOW	11 4%	1 2%	7 14%	- -	1 2%	2 4%	- -

Table 8-1
 QUESTION 2:
 And, even though we only have a few months left in 2024, as you think about this year, 2024, as a whole, do you think this year will be one of economic expansion, a flat economy, or a recession?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	227 57%	173 43%	144 36%	126 32%	102 25%	204 51%	120 30%	70 17%	80 20%	57 14%	45 11%	38 9%	73 18%	322 81%	160 40%	119 30%	84 21%	24 6%
**D/S (ECONOMIC EXPANSION - RECESSION)	-116 -29%	-30 -21%	-26 -30%	-17 -35%	-15 -36%	-27 -33%	-56 -25%	-59 -34%	-42 -29%	-40 -31%	-26 -26%	-60 -29%	-32 -26%	-24 -34%	-31 -39%	-26 -46%	-8 -18%	-12 -33%	-20 -27%	-95 -29%	-45 -28%	-33 -27%	-20 -24%	-14 -58%
ECONOMIC EXPANSION	49 12%	18 13%	8 10%	9 18%	4 9%	10 12%	27 12%	23 13%	19 13%	18 14%	8 8%	27 13%	15 13%	5 8%	6 8%	3 5%	9 20%	4 11%	13 18%	35 11%	25 15%	10 9%	13 16%	-
A FLAT ECONOMY	166 42%	66 47%	38 43%	14 29%	20 46%	29 36%	104 46%	63 36%	56 39%	47 37%	56 55%	79 39%	52 44%	34 49%	34 43%	25 45%	16 36%	15 41%	22 31%	143 44%	58 36%	62 52%	31 36%	9 39%
A RECESSION	165 41%	48 34%	35 40%	25 53%	19 45%	37 45%	83 37%	82 47%	61 42%	58 46%	34 34%	87 43%	47 39%	29 42%	37 47%	29 51%	17 37%	16 44%	33 45%	129 40%	70 44%	43 36%	33 40%	14 58%
DON'T KNOW/UNSURE	17 4%	7 5%	5 6%	-	-	5 6%	12 5%	5 3%	7 5%	4 3%	2 2%	8 4%	6 5%	1 2%	2 3%	-	3 7%	2 4%	3 4%	14 4%	7 4%	3 2%	7 8%	1 3%
REFUSED	2 -	-	1 1%	-	-	1 1%	1 -	1 1%	1 1%	-	1 1%	2 1%	-	-	-	-	-	-	1 1%	1 -	1 1%	1 1%	-	-

Table 8-2

QUESTION 2:

And, even though we only have a few months left in 2024, as you think about this year, 2024, as a whole, do you think this year will be one of economic expansion, a flat economy, or a recession?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	3/3	UNDER 50	51- 100	101+
					NOT CONF																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (ECONOMIC EXPANSION - RECESSION)	-116	-4	-54	-58	-54	49	-	-165	8	-118	-7	12	-99	-28	2	-93	-22	-28	-46	-39	-7	-92	-9	-15
	-29%	-3%	-32%	-18%	-74%	100%	-	-100%	17%	-53%	-6%	12%	-63%	-21%	2%	-57%	-15%	-23%	-49%	-21%	-15%	-28%	-35%	-34%
ECONOMIC EXPANSION	49	37	12	48	1	49	-	-	18	9	19	33	1	14	22	3	25	17	3	29	5	43	1	4
	12%	24%	7%	15%	2%	100%	-	-	36%	4%	16%	34%	-	10%	26%	2%	17%	14%	3%	16%	11%	13%	5%	9%
A FLAT ECONOMY	166	70	80	149	15	-	166	-	20	74	71	35	51	77	37	60	68	49	37	80	27	131	14	20
	42%	45%	48%	47%	21%	-	100%	-	41%	33%	59%	37%	32%	57%	45%	37%	46%	42%	40%	44%	60%	40%	56%	45%
A RECESSION	165	41	65	106	56	-	-	165	10	127	26	21	100	42	20	96	47	44	49	67	12	134	10	19
	41%	27%	39%	33%	75%	-	-	100%	19%	57%	21%	22%	63%	31%	24%	59%	32%	38%	53%	37%	27%	41%	40%	43%
DON'T KNOW/UNSURE	17	5	10	15	2	-	-	-	1	10	5	6	7	2	4	4	7	6	4	6	1	14	-	1
	4%	3%	6%	5%	3%	-	-	-	3%	5%	5%	6%	4%	2%	4%	2%	5%	5%	4%	3%	2%	4%	-	3%
REFUSED	2	1	1	2	-	-	-	-	-	2	-	1	-	1	1	1	-	2	-	-	-	2	-	-
	-	1%	1%	1%	-	-	-	-	-	1%	-	1%	-	1%	1%	1%	-	2%	-	-	-	1%	-	-

Table 8-3

QUESTION 2:

And, even though we only have a few months left in 2024, as you think about this year, 2024, as a whole, do you think this year will be one of economic expansion, a flat economy, or a recession?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
**D/S (ECONOMIC EXPANSION - RECESSION)	-116 -29%	-91 -29%	-24 -29%	-30 -36%	-32 -37%	-38 -30%	-12 -14%	16 16%	-56 -42%	-42 -55%	-64 -48%	-37 -32%	-17 -15%	-38 -44%	-17 -27%	-14 -28%	-14 -36%	-3 -16%	-76 -26%	-36 -36%
ECONOMIC EXPANSION	49 12%	36 12%	13 15%	6 7%	8 10%	15 12%	16 18%	32 31%	6 4%	1 1%	11 8%	13 11%	19 18%	4 5%	8 14%	5 10%	3 7%	3 16%	34 12%	14 14%
A FLAT ECONOMY	166 42%	137 44%	29 34%	35 42%	36 42%	53 43%	38 44%	50 49%	63 48%	30 38%	41 31%	50 42%	50 46%	37 43%	26 43%	26 50%	20 51%	7 39%	133 45%	33 33%
A RECESSION	165 41%	128 40%	37 44%	36 43%	40 47%	53 43%	28 32%	16 16%	61 47%	43 56%	75 57%	51 43%	36 33%	42 49%	25 41%	20 38%	17 43%	6 33%	111 38%	50 50%
DON'T KNOW/UNSURE	17 4%	13 4%	4 5%	5 6%	2 2%	2 2%	6 7%	3 2%	2 1%	3 4%	4 3%	4 3%	3 3%	3 3%	1 2%	1 2%	-	2 12%	14 5%	2 2%
REFUSED	2 -	1 -	1 1%	2 2%	-	-	-	2 2%	-	-	1 1%	1 1%	1 1%	-	-	-	-	-	2 1%	-

Table 8-4
 QUESTION 2:
 And, even though we only have a few months left in 2024, as you think about this year, 2024, as a whole, do you think this year will be one of economic expansion, a flat economy, or a recession?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%	
**D/S (ECONOMIC EXPANSION - RECESSION)	-116 -29%	-59 -30%	-38 -31%	-20 -27%	-10 -15%	-10 -18%	-10 -19%	-16 -40%	-73 -32%	-28 -31%	-8 -18%	-3 -10%	-58 -37%	-44 -27%	-11 -14%	-39 -26%	-24 -44%	-34 -34%	-17 -33%	-25 -25%	-51 -24%	
ECONOMIC EXPANSION	49 12%	25 13%	14 12%	12 17%	9 14%	7 13%	8 14%	5 13%	25 11%	13 14%	6 12%	5 20%	17 11%	18 11%	15 19%	21 14%	4 8%	10 10%	5 10%	13 13%	27 12%	
A FLAT ECONOMY	166 42%	81 41%	49 40%	27 37%	32 50%	26 47%	26 47%	14 35%	97 42%	34 37%	22 48%	13 48%	56 36%	77 47%	33 42%	62 42%	20 38%	43 43%	23 45%	42 42%	101 46%	
A RECESSION	165 41%	84 43%	52 43%	32 44%	19 29%	17 31%	18 33%	20 52%	99 43%	41 46%	14 30%	8 29%	75 48%	62 38%	26 33%	59 40%	28 52%	44 44%	22 43%	38 38%	78 36%	
DON'T KNOW/UNSURE	17 4%	7 4%	4 3%	2 3%	4 6%	5 8%	2 4%	- -	9 4%	2 2%	4 9%	1 3%	6 4%	7 4%	4 5%	6 4%	1 2%	3 3%	- -	7 7%	11 5%	
REFUSED	2 -	- -	2 2%	- -	1 1%	- -	1 2%	- -	1 -	1 1%	- -	- -	1 1%	- -	1 1%	1 1%	- -	- -	1 2%	- -	1 -	

Table 8-5
 QUESTION 2:
 And, even though we only have a few months left in 2024, as you think about this year, 2024, as a whole, do you think this year will be one of economic expansion, a flat economy, or a recession?

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS				
	TOTAL	WORK-	COMP	SAFE	FLEX	INDUS	BENE-	CAREER	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-	THER	REST
		LIFE	SALARY	ENVI	SHIFTS	-TRY	FITS													
BASE=TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%	
**D/S (ECONOMIC EXPANSION - RECESSION)	-116 -29%	-58 -25%	-60 -27%	-61 -27%	-58 -29%	-52 -31%	-41 -24%	-47 -31%	-50 -29%	-63 -30%	-55 -28%	-56 -30%	-53 -28%	-59 -29%	-44 -34%	-66 -26%	-35 -30%	-43 -33%	-38 -25%	
ECONOMIC EXPANSION	49 12%	32 14%	26 12%	25 11%	24 12%	18 11%	21 13%	15 10%	20 12%	26 13%	27 14%	21 11%	28 15%	21 10%	13 10%	36 14%	15 13%	15 11%	20 13%	
A FLAT ECONOMY	166 42%	102 44%	103 46%	102 46%	83 42%	71 43%	80 48%	69 46%	77 45%	84 40%	78 40%	84 44%	69 37%	97 47%	53 42%	107 42%	50 43%	57 43%	60 39%	
A RECESSION	165 41%	91 39%	86 38%	86 39%	82 41%	71 42%	62 37%	62 42%	70 41%	89 43%	82 42%	78 41%	81 43%	80 39%	57 44%	102 40%	50 43%	58 44%	58 38%	
DON'T KNOW/UNSURE	17 4%	8 4%	8 4%	8 3%	8 4%	7 4%	3 2%	4 3%	4 2%	6 3%	6 3%	5 3%	7 4%	9 4%	4 3%	9 3%	2 2%	1 1%	15 9%	
REFUSED	2 -	- -	1 -	1 -	2 1%	- -	- -	- -	- -	2 1%	1 1%	1 1%	2 1%	- -	1 1%	1 -	- -	1 1%	1 1%	

Table 8-6

QUESTION 2:

And, even though we only have a few months left in 2024, as you think about this year, 2024, as a whole, do you think this year will be one of economic expansion, a flat economy, or a recession?

BANNER 6

----- GREATER MN REGION -----

REGION

	REGION						
	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (ECONOMIC EXPANSION - RECESSION)	-100 -33%	-24 -44%	-14 -28%	-20 -40%	-17 -33%	-17 -33%	-8 -17%
ECONOMIC EXPANSION	32 10%	4 8%	10 19%	-	5 10%	4 9%	8 17%
A FLAT ECONOMY	129 42%	20 38%	17 34%	27 53%	23 45%	19 38%	23 46%
A RECESSION	132 43%	28 52%	24 47%	20 40%	22 43%	21 42%	17 34%
DON'T KNOW/UNSURE	12 4%	1 2%	-	3 7%	-	6 11%	2 4%
REFUSED	1 -	-	-	-	1 2%	-	-

Table 9-1
 QUESTION 2A:
 And, what about next year? If you had to make a projection about the year 2025, do you think 2025 as a whole will be a time of economic expansion, a flat economy, or a recession?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL- \$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC- ISION	METAL	PROC- ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MAN- AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	227 57%	173 43%	144 36%	126 32%	102 25%	204 51%	120 30%	70 17%	80 20%	57 14%	45 11%	38 9%	73 18%	322 81%	160 40%	119 30%	84 21%	24 6%
**D/S (EXPANSION - RECESSION)	25 6%	13 10%	9 11%	4 8%	2 5%	-4 -5%	23 10%	3 2%	-4 -3%	14 11%	11 10%	6 3%	12 10%	4 5%	-5 -6%	2 3%	11 23%	-1 -3%	7 9%	17 5%	1 1%	7 6%	14 17%	-1 -5%
ECONOMIC EXPANSION	102 26%	35 25%	28 32%	13 27%	9 21%	17 21%	63 28%	39 23%	33 23%	37 29%	25 24%	52 26%	31 26%	16 23%	14 18%	12 21%	19 41%	8 21%	21 29%	79 25%	36 22%	28 24%	27 33%	5 23%
A FLAT ECONOMY	132 33%	50 36%	19 22%	17 36%	15 35%	30 37%	69 30%	63 36%	39 27%	43 34%	45 44%	53 26%	45 37%	32 46%	32 40%	18 32%	13 29%	10 27%	16 22%	113 35%	48 30%	45 38%	27 32%	7 31%
A RECESSION	77 19%	22 15%	19 22%	9 18%	7 16%	21 25%	40 18%	36 21%	37 26%	22 18%	14 14%	46 23%	19 16%	12 17%	19 24%	10 18%	8 18%	9 24%	15 20%	62 19%	35 22%	21 18%	14 16%	7 28%
DON'T KNOW/UNSURE	83 21%	31 22%	19 22%	9 19%	11 26%	13 16%	50 22%	33 19%	32 22%	24 19%	16 15%	48 24%	25 21%	9 12%	15 18%	16 28%	5 10%	10 27%	20 28%	62 19%	39 25%	23 19%	15 18%	5 19%
REFUSED	7 2%	2 2%	2 3%	- -	1 2%	1 1%	4 2%	2 1%	2 2%	1 1%	2 2%	4 2%	1 1%	1 2%	- -	1 1%	1 2%	- -	- -	7 2%	2 1%	2 2%	1 2%	- -

Table 9-2
 QUESTION 2A:
 And, what about next year? If you had to make a projection about the year 2025, do you think 2025 as a whole will be a time of economic expansion, a flat economy, or a recession?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					CONF																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (EXPANSION - RECESSION)	25	29	14	43	-16	31	20	-27	16	-26	32	30	-10	5	29	-14	11	-3	4	25	3	19	4	-1
	6%	19%	8%	13%	-22%	63%	12%	-16%	33%	-12%	27%	32%	-6%	4%	35%	-8%	8%	-2%	4%	13%	7%	6%	17%	-1%
ECONOMIC EXPANSION	102	49	45	94	8	32	50	16	20	27	51	41	24	35	36	26	40	25	22	54	11	83	6	10
	26%	32%	27%	29%	11%	65%	30%	10%	41%	12%	42%	43%	15%	26%	44%	16%	27%	21%	24%	30%	24%	26%	23%	22%
A FLAT ECONOMY	132	53	58	111	20	6	63	61	14	78	39	22	61	46	23	58	48	35	37	60	19	98	12	20
	33%	35%	35%	35%	28%	12%	38%	37%	29%	35%	32%	23%	38%	34%	28%	35%	33%	30%	40%	33%	42%	30%	48%	44%
A RECESSION	77	20	31	51	24	1	30	43	4	53	19	11	34	30	8	39	29	28	18	29	8	65	2	10
	19%	13%	18%	16%	32%	2%	18%	26%	8%	24%	15%	11%	21%	22%	9%	24%	19%	24%	20%	16%	18%	20%	7%	23%
DON'T KNOW/UNSURE	83	28	31	59	20	11	23	42	9	59	12	22	39	22	15	40	27	29	14	37	6	73	6	3
	21%	18%	19%	19%	28%	22%	14%	26%	19%	27%	10%	23%	24%	16%	18%	24%	19%	25%	15%	20%	14%	22%	22%	7%
REFUSED	7	3	3	6	1	-	2	2	1	5	-	-	2	3	1	1	3	1	1	2	1	5	-	1
	2%	2%	2%	2%	1%	-	1%	1%	3%	2%	-	-	1%	2%	1%	1%	2%	1%	1%	1%	2%	2%	-	3%

Table 9-3
 QUESTION 2A:
 And, what about next year? If you had to make a projection about the year 2025, do you think 2025 as a whole will be a time of economic expansion, a flat economy, or a recession?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
**D/S (EXPANSION - RECESSION)	25 6%	16 5%	9 11%	5 6%	5 6%	-1 -1%	12 13%	102 100%	- -	-77 -100%	-14 -10%	- -	24 22%	-1 -1%	4 6%	9 17%	8 20%	- -	33 11%	-8 -8%
ECONOMIC EXPANSION	102 26%	79 25%	23 28%	23 27%	25 29%	27 22%	23 26%	102 100%	- -	- -	18 13%	29 25%	40 36%	18 21%	19 31%	19 37%	10 24%	4 19%	82 28%	18 18%
A FLAT ECONOMY	132 33%	102 32%	29 35%	29 34%	26 30%	47 38%	24 27%	- -	132 100%	- -	46 35%	37 31%	38 35%	31 36%	17 28%	17 33%	16 40%	8 43%	102 35%	29 29%
A RECESSION	77 19%	63 20%	14 17%	18 22%	19 22%	28 23%	11 13%	- -	- -	77 100%	31 24%	29 24%	16 14%	18 21%	15 24%	10 20%	2 5%	4 20%	49 17%	26 26%
DON'T KNOW/UNSURE	83 21%	66 21%	17 21%	13 15%	16 18%	19 16%	29 33%	- -	- -	- -	34 26%	21 18%	15 14%	17 20%	10 17%	5 10%	11 29%	2 12%	57 19%	26 26%
REFUSED	7 2%	7 2%	- -	1 1%	- -	3 2%	1 1%	- -	- -	- -	2 2%	2 2%	1 1%	2 3%	- -	- -	1 2%	1 6%	3 1%	1 1%

Table 9-4
 QUESTION 2A:
 And, what about next year? If you had to make a projection about the year 2025, do you think 2025 as a whole will be a time of economic expansion, a flat economy, or a recession?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE-TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%	
**D/S (EXPANSION - RECESSION)	25 6%	21 11%	6 5%	-7 -9%	13 20%	7 12%	7 14%	- -	7 3%	9 10%	9 19%	- -1%	-5 -3%	12 8%	18 22%	11 8%	-5 -10%	-7 -7%	1 2%	9 9%	22 10%	
ECONOMIC EXPANSION	102 26%	52 27%	29 24%	17 23%	22 34%	20 37%	15 28%	10 25%	57 25%	22 24%	15 32%	8 29%	30 20%	39 24%	33 41%	36 24%	9 16%	21 21%	10 20%	30 30%	60 28%	
A FLAT ECONOMY	132 33%	70 36%	45 37%	21 28%	21 32%	12 21%	23 42%	15 38%	74 32%	37 40%	12 25%	7 25%	51 33%	65 40%	15 19%	53 36%	19 36%	32 32%	19 37%	30 30%	67 31%	
A RECESSION	77 19%	31 16%	24 20%	23 32%	10 15%	14 25%	8 14%	10 25%	50 22%	13 14%	6 13%	8 30%	35 23%	27 16%	15 19%	24 16%	14 26%	27 27%	9 18%	21 21%	38 17%	
DON'T KNOW/UNSURE	83 21%	39 20%	22 18%	13 17%	11 17%	9 16%	8 15%	4 10%	45 19%	20 22%	13 28%	4 16%	37 24%	30 18%	15 19%	35 23%	12 21%	19 19%	12 24%	18 18%	49 22%	
REFUSED	7 2%	4 2%	1 1%	- -	1 1%	1 2%	- -	1 2%	6 2%	- -	1 2%	- -	2 1%	2 1%	1 2%	1 1%	- -	2 2%	1 2%	- -	4 2%	

Table 9-5
 QUESTION 2A:
 And, what about next year? If you had to make a projection about the year 2025, do you think 2025 as a whole will be a time of economic expansion, a flat economy, or a recession?

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCCL PLANS			
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE=TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
**D/S (EXPANSION - RECESSION)	25 6%	12 5%	15 7%	12 5%	13 7%	10 6%	9 5%	12 8%	17 10%	1 -	17 9%	2 1%	18 10%	6 3%	14 11%	8 3%	9 8%	-4 -3%	20 13%
ECONOMIC EXPANSION	102 26%	59 25%	56 25%	51 23%	54 27%	40 24%	38 23%	35 24%	46 27%	47 23%	50 26%	45 24%	52 28%	48 23%	36 28%	62 25%	30 26%	29 22%	43 28%
A FLAT ECONOMY	132 33%	75 32%	76 34%	82 37%	68 34%	55 33%	56 33%	51 34%	65 38%	65 31%	75 39%	54 29%	63 34%	66 32%	41 32%	82 32%	47 40%	36 28%	49 32%
A RECESSION	77 19%	47 20%	41 18%	39 17%	41 21%	31 18%	30 18%	24 16%	29 17%	46 22%	34 17%	43 23%	34 18%	43 21%	22 17%	54 21%	21 18%	33 25%	23 15%
DON'T KNOW/UNSURE	83 21%	50 22%	51 22%	48 22%	36 18%	39 23%	42 25%	39 26%	29 17%	46 22%	32 16%	46 24%	35 19%	46 22%	29 22%	52 20%	17 15%	32 24%	34 23%
REFUSED	7 2%	2 1%	2 1%	2 1%	- -	2 1%	1 -	2 1%	2 1%	3 1%	3 2%	2 1%	3 2%	3 2%	1 1%	4 2%	1 1%	1 1%	4 3%

Table 9-6
 QUESTION 2A:
 And, what about next year? If you had to make a projection about the year 2025, do you think 2025 as a whole will be a time of economic expansion, a flat economy, or a recession?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%	50 100%
**D/S (EXPANSION - RECESSION)	-2 -1%	-5 -10%	7 14%	-13 -27%	1 2%	1 3%	8 16%	
ECONOMIC EXPANSION	70 23%	9 16%	12 25%	8 17%	10 20%	14 28%	16 33%	
A FLAT ECONOMY	101 33%	19 36%	24 48%	8 16%	19 37%	14 28%	16 33%	
A RECESSION	72 24%	14 26%	5 11%	22 43%	9 18%	13 26%	8 17%	
DON'T KNOW/UNSURE	60 20%	12 21%	8 17%	10 20%	12 24%	9 17%	9 18%	
REFUSED	3 1%	-	-	2 3%	1 2%	-	-	

Table 10-1
 QUESTION 5:
 As you look to the year-end, do you project your company's gross revenues for 2024 to increase or decrease compared to 2023, or will they probably stay the same?

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE					
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (INCREASE - DECREASE)	-63	-16	-18	-11	-7	-12	-34	-29	-33	-25	-6	-38	-22	-2	-30	-17	2	-7	-3	-57	-32	-30	2	-4
	-16%	-11%	-21%	-22%	-15%	-14%	-15%	-17%	-23%	-20%	-6%	-19%	-19%	-3%	-38%	-30%	5%	-18%	-4%	-18%	-20%	-25%	3%	-17%
TOTAL INCREASE	96	37	18	11	8	22	56	40	29	29	29	41	33	20	15	6	13	10	26	70	33	25	29	4
	24%	27%	21%	22%	18%	27%	25%	23%	20%	23%	28%	20%	28%	29%	18%	11%	28%	26%	36%	22%	21%	21%	35%	17%
TOTAL DECREASE	159	53	37	21	14	33	90	69	61	55	35	79	55	22	45	24	10	16	29	127	65	55	27	8
	40%	38%	42%	44%	33%	41%	40%	40%	43%	43%	35%	39%	46%	32%	56%	41%	23%	44%	40%	39%	41%	46%	32%	34%
INCREASE BY MORE THAN 10%	59	24	14	5	4	13	38	22	16	25	14	28	24	7	7	4	10	7	19	40	22	14	19	3
	15%	17%	16%	10%	10%	15%	17%	13%	11%	19%	14%	14%	20%	10%	9%	7%	21%	18%	26%	13%	14%	11%	23%	12%
INCREASE BY LESS THAN 10%	37	13	5	6	3	9	18	18	13	5	14	13	9	13	7	2	3	3	7	29	11	12	10	1
	9%	10%	5%	12%	8%	11%	8%	11%	9%	4%	14%	6%	8%	19%	9%	4%	7%	8%	10%	9%	7%	10%	12%	6%
DECREASE BY LESS THAN 10%	51	16	16	8	3	9	32	20	14	21	13	19	20	10	14	9	2	4	6	43	16	18	14	2
	13%	11%	18%	16%	7%	11%	14%	11%	10%	16%	13%	9%	17%	15%	17%	15%	4%	11%	8%	13%	10%	15%	16%	10%
DECREASE BY MORE THAN 10%	108	38	21	14	11	24	58	49	47	34	22	60	35	12	31	15	9	12	23	84	50	37	13	6
	27%	27%	24%	28%	26%	30%	26%	29%	33%	27%	21%	30%	29%	17%	39%	26%	19%	32%	32%	26%	31%	31%	16%	24%
STAY THE SAME	137	46	28	16	20	25	75	62	52	41	34	80	29	24	21	26	17	12	15	119	61	37	23	11
	34%	33%	33%	33%	47%	31%	33%	36%	36%	32%	33%	39%	24%	34%	26%	46%	38%	31%	21%	37%	38%	31%	28%	45%
TOO SOON TO SAY/DON'T KNOW	6	3	2	-	1	1	5	2	1	1	2	3	2	2	-	1	4	-	2	4	-	1	3	1
	2%	2%	2%	-	2%	1%	2%	1%	1%	1%	2%	2%	1%	2%	-	1%	9%	-	3%	1%	-	1%	3%	3%
REFUSED	2	-	2	-	-	-	2	-	-	1	1	-	1	1	-	-	1	-	-	2	1	-	1	-
	1%	-	3%	-	-	-	1%	-	-	1%	1%	-	1%	2%	-	-	2%	-	-	1%	-	-	2%	-
STATUS QUO 3/3	46	14	10	4	10	7	24	21	22	11	9	29	11	5	6	10	2	5	3	43	26	9	8	3
	11%	10%	12%	8%	23%	9%	11%	12%	15%	9%	9%	14%	9%	7%	8%	18%	4%	12%	4%	13%	17%	7%	9%	11%

Table 10-2
 QUESTION 5:
 As you look to the year-end, do you project your company's gross revenues for 2024 to increase or decrease compared to 2023, or will they probably stay the same?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	3/3	UNDER 50	51- 100	101+
					74																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (INCREASE - DECREASE)	-63	28	-38	-10	-52	32	-16	-79	20	-91	4	96	-159	-	44	-124	18	-22	-40	-	-	-61	-6	4
	-16%	18%	-23%	-3%	-70%	65%	-10%	-48%	41%	-41%	3%	100%	-100%	-	53%	-76%	12%	-19%	-43%	-	-	-19%	-25%	9%
TOTAL INCREASE	96	59	34	92	2	33	35	21	26	31	34	96	-	-	53	2	40	27	10	58	-	74	6	15
	24%	38%	20%	29%	2%	67%	21%	13%	54%	14%	28%	100%	-	-	64%	1%	27%	23%	11%	32%	-	23%	22%	33%
TOTAL DECREASE	159	31	72	103	54	1	51	100	6	123	30	-	159	-	9	127	22	48	50	58	-	135	12	11
	40%	20%	43%	32%	73%	1%	31%	61%	13%	55%	25%	-	100%	-	11%	78%	15%	41%	54%	32%	-	42%	48%	24%
INCREASE BY MORE THAN 10%	59	42	15	56	1	23	22	10	20	16	22	59	-	-	42	1	17	13	3	42	-	52	1	6
	15%	27%	9%	18%	2%	47%	13%	6%	40%	7%	18%	62%	-	-	50%	-	12%	11%	4%	23%	-	16%	6%	13%
INCREASE BY LESS THAN 10%	37	17	19	36	1	10	13	11	6	16	12	37	-	-	12	2	23	13	7	17	-	22	4	9
	9%	11%	11%	11%	1%	19%	8%	6%	13%	7%	10%	38%	-	-	14%	1%	16%	11%	7%	9%	-	7%	17%	20%
DECREASE BY LESS THAN 10%	51	11	35	46	5	-	25	24	4	32	16	-	51	-	6	35	10	15	11	25	-	39	6	4
	13%	7%	21%	14%	7%	-	15%	14%	7%	14%	13%	-	32%	-	8%	21%	7%	13%	11%	14%	-	12%	23%	10%
DECREASE BY MORE THAN 10%	108	20	37	56	49	1	26	77	3	91	14	-	108	-	3	92	12	33	39	33	-	96	6	6
	27%	13%	22%	18%	66%	1%	16%	46%	5%	41%	12%	-	68%	-	3%	56%	8%	28%	42%	18%	-	29%	24%	14%
STAY THE SAME	137	57	61	117	18	14	77	42	15	66	52	-	-	137	19	34	83	39	33	63	46	110	7	16
	34%	37%	36%	37%	25%	28%	46%	25%	31%	30%	43%	-	-	100%	23%	21%	57%	34%	35%	35%	100%	34%	30%	37%
TOO SOON TO SAY/DON'T KNOW	6	5	2	6	-	1	2	2	-	2	5	-	-	-	1	-	2	3	-	3	-	5	-	2
	2%	3%	1%	2%	-	2%	1%	1%	-	1%	4%	-	-	-	1%	-	1%	3%	-	2%	-	1%	-	4%
REFUSED	2	2	-	2	-	1	-	-	1	1	-	-	-	-	1	-	-	-	-	-	-	1	-	1
	1%	1%	-	1%	-	1%	-	-	3%	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	3%
STATUS QUO 3/3	46	18	21	39	5	5	27	12	5	19	21	-	-	46	-	-	46	-	-	46	46	39	-	5
	11%	12%	13%	12%	7%	11%	16%	7%	10%	9%	17%	-	-	33%	-	-	31%	-	-	25%	100%	12%	-	11%

Table 10-3
 QUESTION 5:
 As you look to the year-end, do you project your company's gross revenues for 2024 to increase or decrease compared to 2023, or will they probably stay the same?

BANNER 3

	GENDER			AGE			2025 PROJECTION					FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- -SION	FLAT	RECES- -SION	INFL- -TION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	316	84	83	86	124	88	102	132	77	132	118	110	86	61	52	39	19	294	99
	100%	79%	21%	21%	22%	31%	22%	26%	33%	19%	33%	30%	27%	21%	15%	13%	10%	5%	73%	25%
**D/S (INCREASE - DECREASE)	-63	-44	-19	-3	-18	-31	-8	17	-39	-23	-31	-25	-2	-31	-	-1	-15	-5	-47	-16
	-16%	-14%	-23%	-3%	-21%	-25%	-9%	17%	-29%	-30%	-23%	-21%	-2%	-36%	-	-1%	-39%	-27%	-16%	-16%
TOTAL INCREASE	96	77	19	25	21	23	23	41	22	11	26	26	32	14	17	17	7	1	73	22
	24%	24%	22%	31%	24%	19%	27%	40%	17%	14%	20%	22%	30%	16%	27%	32%	18%	8%	25%	22%
TOTAL DECREASE	159	121	38	28	39	54	32	24	61	34	57	52	35	45	17	17	22	6	120	38
	40%	38%	45%	34%	46%	43%	36%	23%	46%	44%	43%	44%	32%	52%	28%	33%	57%	35%	41%	38%
INCREASE BY MORE THAN 10%	59	52	7	14	14	14	16	29	9	7	15	14	23	7	13	12	4	1	44	14
	15%	16%	9%	17%	16%	11%	18%	28%	7%	10%	12%	12%	21%	8%	22%	22%	10%	4%	15%	14%
INCREASE BY LESS THAN 10%	37	25	12	11	7	10	8	12	13	3	11	12	9	6	3	5	3	1	29	8
	9%	8%	14%	14%	8%	8%	9%	12%	10%	4%	8%	10%	9%	7%	6%	10%	8%	4%	10%	8%
DECREASE BY LESS THAN 10%	51	37	14	11	13	16	7	10	27	6	17	18	14	10	5	7	10	1	41	11
	13%	12%	16%	13%	16%	13%	8%	10%	20%	8%	13%	15%	13%	12%	8%	13%	24%	3%	14%	11%
DECREASE BY MORE THAN 10%	108	83	24	18	26	38	24	14	34	28	40	34	21	35	12	11	13	6	80	27
	27%	26%	29%	21%	30%	30%	27%	14%	26%	36%	31%	29%	19%	40%	19%	20%	32%	31%	27%	28%
STAY THE SAME	137	111	25	27	25	45	32	35	46	30	47	40	40	27	26	18	9	8	94	38
	34%	35%	30%	32%	29%	37%	36%	35%	35%	39%	35%	34%	36%	31%	43%	34%	23%	45%	32%	38%
TOO SOON TO SAY/DON'T KNOW	6	5	2	3	1	1	1	1	3	2	1	-	3	-	1	-	1	2	5	2
	2%	1%	2%	3%	1%	1%	1%	1%	2%	3%	1%	-	2%	-	2%	-	3%	12%	2%	2%
REFUSED	2	2	-	-	-	1	-	1	-	-	1	-	-	1	-	-	-	-	1	-
	1%	1%	-	-	-	1%	-	1%	-	-	1%	-	-	1%	-	-	-	-	-	-
STATUS QUO 3/3	46	35	10	4	9	15	15	11	19	8	13	14	12	7	13	5	1	2	35	10
	11%	11%	12%	5%	10%	12%	17%	11%	14%	10%	10%	12%	11%	8%	22%	9%	4%	10%	12%	10%

Table 10-4
 QUESTION 5:
 As you look to the year-end, do you project your company's gross revenues for 2024 to increase or decrease compared to 2023, or will they probably stay the same?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%	
**D/S (INCREASE - DECREASE)	-63 -16%	-35 -18%	-25 -21%	-8 -12%	-4 -7%	-1 -2%	-4 -7%	-8 -22%	-51 -22%	-15 -17%	1 2%	2 9%	-46 -30%	-16 -10%	-1 -1%	-18 -12%	-15 -28%	-8 -8%	-6 -12%	-15 -15%	-33 -15%	
TOTAL INCREASE	96 24%	45 23%	25 21%	21 28%	16 25%	16 29%	13 25%	6 16%	46 20%	22 24%	14 30%	11 43%	29 19%	40 25%	27 34%	37 25%	13 25%	18 18%	11 22%	23 23%	53 24%	
TOTAL DECREASE	159 40%	80 41%	51 42%	29 40%	21 32%	17 31%	17 32%	15 38%	97 42%	37 41%	13 28%	9 34%	75 48%	57 35%	28 35%	55 37%	28 52%	25 25%	17 33%	37 37%	87 40%	
INCREASE BY MORE THAN 10%	59 15%	30 15%	19 15%	16 22%	9 14%	10 18%	8 14%	6 16%	31 13%	13 14%	6 12%	9 34%	18 11%	22 13%	20 25%	20 14%	8 15%	11 11%	5 10%	14 14%	35 16%	
INCREASE BY LESS THAN 10%	37 9%	15 8%	7 6%	5 6%	7 11%	6 11%	6 11%	- -	15 7%	9 10%	8 18%	2 9%	11 7%	19 11%	7 9%	17 11%	5 10%	7 7%	6 12%	9 9%	18 8%	
DECREASE BY LESS THAN 10%	51 13%	26 13%	16 13%	11 15%	10 15%	6 11%	6 11%	4 9%	33 14%	11 12%	5 12%	1 4%	22 14%	17 11%	12 15%	15 10%	12 21%	7 7%	4 8%	11 11%	30 14%	
DECREASE BY MORE THAN 10%	108 27%	54 27%	35 29%	18 24%	11 17%	11 19%	11 20%	11 29%	64 28%	26 29%	8 16%	8 30%	53 34%	39 24%	15 19%	41 27%	17 31%	18 18%	13 25%	26 26%	56 26%	
STAY THE SAME	137 34%	68 34%	44 37%	22 30%	25 39%	20 36%	23 42%	17 44%	80 35%	32 35%	18 39%	6 24%	48 31%	63 38%	23 28%	54 37%	12 23%	57 57%	22 43%	36 36%	72 33%	
TOO SOON TO SAY/DON'T KNOW	6 2%	3 2%	1 1%	2 2%	2 3%	2 4%	1 2%	1 3%	5 2%	- -	2 3%	- -	2 1%	3 2%	1 1%	2 1%	- -	- -	1 2%	2 2%	5 2%	
REFUSED	2 1%	- -	- -	- -	- -	- -	- -	- -	2 1%	- -	- -	- -	1 -	- -	1 2%	- -	- -	- -	- -	2 2%	2 1%	
STATUS QUO 3/3	46 11%	24 12%	15 13%	9 12%	10 16%	4 8%	5 9%	5 13%	31 13%	11 13%	2 3%	2 6%	14 9%	21 13%	10 13%	14 9%	5 10%	19 19%	11 22%	10 10%	23 10%	

Table 10-5
 QUESTION 5:
 As you look to the year-end, do you project your company's gross revenues for 2024 to increase or decrease compared to 2023, or will they probably stay the same?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE=TOTAL SAMPLE	400	233	225	222	199	167	167	150	171	207	194	190	188	206	128	254	116	131	153
	100%	58%	56%	55%	50%	42%	42%	38%	43%	52%	48%	47%	47%	52%	32%	64%	29%	33%	38%
**D/S (INCREASE - DECREASE)	-63	-31	-44	-42	-36	-18	-25	-17	-35	-36	-25	-39	-19	-46	-22	-37	-15	-22	-26
	-16%	-13%	-19%	-19%	-18%	-11%	-15%	-11%	-20%	-17%	-13%	-21%	-10%	-22%	-17%	-14%	-13%	-17%	-17%
TOTAL INCREASE	96	60	46	48	46	40	42	42	42	43	55	34	52	40	32	60	34	25	37
-----	24%	26%	21%	22%	23%	24%	25%	28%	25%	21%	28%	18%	28%	20%	25%	24%	30%	19%	24%
TOTAL DECREASE	159	91	90	90	81	58	66	59	77	79	80	74	70	87	54	97	49	47	63
-----	40%	39%	40%	40%	41%	35%	40%	39%	45%	38%	41%	39%	37%	42%	42%	38%	43%	36%	41%
INCREASE BY MORE THAN 10%	59	38	32	30	23	29	27	26	27	27	32	25	34	25	18	40	20	18	21
	15%	16%	14%	13%	12%	17%	16%	17%	16%	13%	16%	13%	18%	12%	14%	16%	18%	14%	14%
INCREASE BY LESS THAN 10%	37	22	14	19	23	11	15	16	16	16	23	9	18	16	13	20	14	7	16
	9%	9%	6%	8%	11%	7%	9%	11%	9%	8%	12%	5%	10%	8%	10%	8%	12%	5%	10%
DECREASE BY LESS THAN 10%	51	33	27	35	29	18	24	17	25	26	25	24	28	22	19	25	15	15	22
	13%	14%	12%	16%	14%	11%	15%	11%	15%	13%	13%	13%	15%	11%	15%	10%	13%	11%	14%
DECREASE BY MORE THAN 10%	108	58	63	55	53	40	42	42	52	53	55	50	42	65	34	72	35	32	41
	27%	25%	28%	25%	27%	24%	25%	28%	31%	25%	28%	26%	22%	31%	27%	28%	30%	25%	27%
STAY THE SAME	137	76	83	77	67	63	55	46	48	83	54	80	59	77	37	96	29	59	49
	34%	33%	37%	35%	34%	37%	33%	30%	28%	40%	28%	42%	32%	37%	29%	38%	25%	45%	32%
TOO SOON TO SAY/DON'T KNOW	6	5	6	6	5	5	4	4	3	2	5	2	4	2	5	-	3	1	2
	2%	2%	3%	3%	2%	3%	2%	2%	2%	1%	2%	1%	2%	1%	4%	-	3%	1%	1%
REFUSED	2	1	1	-	-	1	-	-	-	-	1	-	2	-	-	1	-	-	2
	1%	-	-	-	-	1%	-	-	-	-	-	-	1%	-	-	-	-	-	1%
STATUS QUO 3/3	46	26	28	26	24	16	18	13	12	31	13	31	15	31	5	38	7	25	14
	11%	11%	13%	12%	12%	10%	11%	8%	7%	15%	7%	16%	8%	15%	4%	15%	6%	19%	9%

Table 10-6

QUESTION 5:

As you look to the year-end, do you project your company's gross revenues for 2024 to increase or decrease compared to 2023, or will they probably stay the same?

BANNER 6

----- GREATER MN REGION -----

REGION

	REGION						
	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (INCREASE - DECREASE)	-43 -14%	-15 -28%	-4 -9%	-3 -7%	-6 -12%	-5 -10%	-10 -19%
TOTAL INCREASE -----	65 21%	13 25%	11 22%	7 13%	11 22%	12 23%	11 22%
TOTAL DECREASE -----	108 35%	28 52%	15 31%	10 20%	17 33%	17 33%	20 41%
INCREASE BY MORE THAN 10%	38 12%	8 15%	4 8%	7 13%	5 10%	5 10%	9 18%
INCREASE BY LESS THAN 10%	27 9%	5 10%	7 14%	- -	6 12%	7 14%	2 4%
DECREASE BY LESS THAN 10%	34 11%	12 21%	6 11%	2 3%	4 8%	6 12%	5 10%
DECREASE BY MORE THAN 10%	74 24%	17 31%	10 20%	8 17%	13 25%	10 21%	16 31%
STAY THE SAME	127 42%	12 23%	24 47%	33 67%	22 43%	20 40%	16 33%
TOO SOON TO SAY/DON'T KNOW	3 1%	- -	- -	- -	1 2%	2 4%	1 1%
REFUSED	2 1%	- -	- -	- -	- -	- -	2 4%
STATUS QUO 3/3	45 15%	5 10%	8 17%	10 20%	11 22%	4 7%	6 12%

Table 11-1
QUESTION 6:

And, as you look to the year-end, do you project your company's profitability for 2024 to increase or decrease compared to 2023, or will it probably stay the same?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROCESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MANAGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (INCREASE - DECREASE)	-81	-15	-16	-14	-11	-25	-31	-50	-37	-29	-11	-42	-26	-12	-21	-20	-3	-7	-9	-70	-47	-34	3	-6
	-20%	-11%	-18%	-30%	-25%	-30%	-14%	-29%	-26%	-23%	-11%	-20%	-21%	-17%	-27%	-35%	-8%	-19%	-12%	-22%	-29%	-29%	3%	-24%
TOTAL INCREASE	83	35	21	7	7	13	56	27	24	27	28	40	27	16	15	8	12	8	21	62	26	22	24	5
	21%	25%	24%	15%	17%	16%	24%	16%	17%	22%	27%	20%	22%	23%	18%	15%	26%	20%	29%	19%	16%	19%	28%	19%
TOTAL DECREASE	164	50	36	21	18	38	87	77	61	56	39	82	52	28	36	28	15	15	29	132	73	57	21	10
	41%	36%	42%	44%	42%	46%	38%	44%	42%	44%	38%	40%	43%	40%	45%	50%	34%	40%	41%	41%	46%	48%	25%	43%
INCREASE BY MORE THAN 10%	44	18	10	3	3	9	28	15	10	13	17	22	13	8	6	2	9	5	15	29	14	12	13	2
	11%	13%	12%	6%	7%	11%	13%	9%	7%	11%	16%	11%	11%	12%	8%	4%	20%	14%	21%	9%	9%	10%	15%	9%
INCREASE BY LESS THAN 10%	39	17	10	4	4	4	27	12	14	14	11	18	14	7	8	6	3	2	6	33	12	10	11	2
	10%	12%	12%	8%	10%	4%	12%	7%	10%	11%	11%	9%	11%	11%	10%	11%	6%	6%	8%	10%	7%	8%	13%	10%
DECREASE BY LESS THAN 10%	68	19	17	13	6	14	36	32	19	29	17	32	20	16	9	15	8	4	10	59	24	24	14	6
	17%	14%	20%	27%	13%	17%	16%	19%	13%	23%	16%	16%	17%	22%	11%	27%	17%	10%	13%	18%	15%	20%	16%	24%
DECREASE BY MORE THAN 10%	95	31	19	9	12	24	50	45	42	27	22	50	32	12	27	13	7	11	20	73	49	33	8	5
	24%	22%	22%	18%	29%	29%	22%	26%	29%	21%	22%	24%	26%	17%	34%	23%	16%	29%	27%	23%	31%	28%	9%	19%
STAY THE SAME	147	53	28	20	18	29	81	66	59	42	32	78	41	23	30	20	16	15	21	123	60	40	35	9
	37%	38%	32%	41%	41%	36%	36%	38%	41%	33%	31%	38%	34%	33%	37%	36%	36%	40%	29%	38%	38%	33%	41%	38%
TOO SOON TO SAY/DON'T KNOW	6	2	2	-	-	2	4	2	-	1	3	3	-	3	-	-	2	-	1	5	1	-	4	-
	2%	1%	3%	-	-	3%	2%	1%	-	1%	3%	2%	-	4%	-	-	5%	-	1%	2%	1%	-	5%	-

Table 11-2
 QUESTION 6:
 And, as you look to the year-end, do you project your company's profitability for 2024 to increase or decrease compared to 2023, or will it probably stay the same?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					74																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (INCREASE - DECREASE)	-81	18	-40	-23	-57	19	-23	-76	13	-101	4	51	-118	-16	83	-164	-	-25	-39	-15	-	-67	-6	-5
	-20%	12%	-24%	-7%	-76%	38%	-14%	-46%	27%	-45%	3%	53%	-74%	-11%	100%	-100%	-	-22%	-42%	-8%	-	-21%	-26%	-12%
TOTAL INCREASE	83	52	28	80	2	22	37	20	19	28	31	53	9	19	83	-	-	21	15	45	-	67	8	8
	21%	34%	17%	25%	3%	44%	22%	12%	39%	12%	26%	56%	6%	14%	100%	-	-	18%	16%	25%	-	21%	30%	19%
TOTAL DECREASE	164	34	68	103	59	3	60	96	6	129	28	2	127	34	-	164	-	46	54	60	-	134	14	14
	41%	22%	41%	32%	79%	6%	36%	58%	12%	58%	23%	2%	80%	25%	-	100%	-	40%	58%	33%	-	41%	56%	30%
INCREASE BY MORE THAN 10%	44	31	12	43	-	17	15	8	9	15	16	36	3	4	44	-	-	12	5	26	-	35	5	4
	11%	20%	7%	13%	-	35%	9%	5%	19%	7%	13%	37%	2%	3%	53%	-	-	10%	5%	14%	-	11%	18%	9%
INCREASE BY LESS THAN 10%	39	21	16	37	2	4	22	12	10	12	15	18	6	15	39	-	-	9	10	20	-	32	3	4
	10%	14%	9%	12%	3%	8%	13%	7%	20%	5%	13%	19%	4%	11%	47%	-	-	8%	11%	11%	-	10%	12%	10%
DECREASE BY LESS THAN 10%	68	21	33	54	13	1	36	31	3	48	16	2	40	26	-	68	-	19	21	28	-	53	8	8
	17%	14%	20%	17%	18%	2%	21%	19%	7%	21%	14%	2%	25%	19%	-	42%	-	16%	23%	15%	-	16%	32%	17%
DECREASE BY MORE THAN 10%	95	13	35	49	45	2	24	64	3	81	11	-	87	8	-	95	-	28	32	32	-	81	6	6
	24%	9%	21%	15%	61%	4%	14%	39%	5%	36%	10%	-	55%	6%	-	58%	-	24%	35%	18%	-	25%	24%	14%
STAY THE SAME	147	61	72	133	12	25	68	47	22	64	59	40	22	83	-	-	147	47	24	75	46	120	3	20
	37%	40%	43%	41%	16%	51%	41%	29%	46%	29%	49%	42%	14%	61%	-	-	100%	40%	26%	41%	100%	37%	13%	44%
TOO SOON TO SAY/DON'T KNOW	6	5	-	5	1	-	2	2	1	2	3	-	1	-	-	-	-	3	-	2	-	3	-	3
	2%	3%	-	2%	1%	-	1%	1%	3%	1%	2%	-	1%	-	-	-	-	3%	-	1%	-	1%	-	7%

Table 11-3
 QUESTION 6:
 And, as you look to the year-end, do you project your company's profitability for 2024 to increase or decrease compared to 2023, or will it probably stay the same?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	316	84	83	86	124	88	102	132	77	132	118	110	86	61	52	39	19	294	99
	100%	79%	21%	21%	22%	31%	22%	26%	33%	19%	33%	30%	27%	21%	15%	13%	10%	5%	73%	25%
**D/S (INCREASE - DECREASE)	-81	-62	-18	-18	-20	-29	-10	11	-34	-32	-43	-31	8	-38	-11	-	-14	-1	-60	-20
	-20%	-20%	-22%	-21%	-23%	-23%	-12%	10%	-26%	-42%	-33%	-26%	8%	-44%	-17%	-1%	-35%	-8%	-20%	-21%
TOTAL INCREASE	83	69	14	15	18	26	22	36	23	8	21	18	37	13	12	17	8	3	59	23
	21%	22%	17%	19%	21%	21%	25%	36%	18%	10%	16%	15%	34%	15%	20%	33%	20%	18%	20%	23%
TOTAL DECREASE	164	131	33	33	37	55	32	26	58	39	64	49	28	51	23	17	22	5	118	43
	41%	41%	39%	40%	43%	44%	37%	25%	44%	51%	49%	41%	26%	59%	37%	33%	55%	26%	40%	43%
INCREASE BY MORE THAN 10%	44	39	5	7	10	12	12	24	7	3	8	6	17	9	5	6	5	2	32	10
	11%	12%	6%	8%	12%	10%	14%	24%	5%	4%	6%	5%	15%	11%	9%	12%	13%	10%	11%	10%
INCREASE BY LESS THAN 10%	39	30	10	9	7	14	9	12	17	5	13	12	20	4	6	11	3	1	27	13
	10%	9%	12%	11%	9%	11%	11%	12%	13%	6%	10%	10%	18%	5%	11%	21%	7%	8%	9%	13%
DECREASE BY LESS THAN 10%	68	52	16	14	19	24	10	11	26	15	26	19	13	18	15	9	12	2	48	19
	17%	17%	19%	17%	22%	20%	11%	11%	20%	20%	20%	16%	11%	22%	24%	17%	31%	8%	16%	19%
DECREASE BY MORE THAN 10%	95	79	17	19	19	30	23	14	31	24	38	30	16	32	8	8	9	3	71	24
	24%	25%	20%	23%	22%	24%	26%	14%	24%	32%	29%	25%	14%	38%	13%	16%	24%	18%	24%	24%
STAY THE SAME	147	111	36	32	31	43	32	40	48	29	46	50	42	22	25	17	9	9	112	32
	37%	35%	43%	38%	36%	35%	36%	39%	37%	37%	35%	43%	39%	25%	41%	34%	22%	50%	38%	33%
TOO SOON TO SAY/DON'T KNOW	6	5	1	3	-	-	2	-	3	1	-	1	2	-	1	-	1	1	5	1
	2%	2%	1%	3%	-	-	2%	-	2%	2%	-	1%	2%	-	2%	-	3%	6%	2%	1%

Table 11-4
QUESTION 6:

And, as you look to the year-end, do you project your company's profitability for 2024 to increase or decrease compared to 2023, or will it probably stay the same?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (INCREASE - DECREASE)	-81 -20%	-42 -21%	-21 -17%	-10 -13%	-10 -16%	-3 -6%	-15 -27%	-3 -7%	-54 -24%	-23 -25%	-4 -8%	-	-45 -29%	-31 -19%	-6 -8%	-27 -18%	-19 -36%	-16 -16%	-13 -25%	-21 -21%	-30 -14%
TOTAL INCREASE -----	83 21%	42 21%	28 23%	16 21%	12 19%	15 27%	7 14%	9 22%	43 19%	17 19%	13 29%	7 27%	28 18%	30 18%	23 29%	34 23%	7 13%	15 15%	8 16%	16 16%	52 24%
TOTAL DECREASE -----	164 41%	84 43%	48 40%	25 35%	23 35%	18 33%	22 41%	12 29%	98 42%	40 44%	17 36%	7 27%	73 48%	61 37%	29 37%	60 41%	27 49%	31 31%	21 41%	37 37%	83 38%
INCREASE BY MORE THAN 10%	44 11%	23 12%	12 10%	7 10%	7 11%	8 15%	3 5%	6 14%	21 9%	10 11%	7 15%	5 21%	15 10%	15 9%	14 17%	19 13%	4 7%	9 9%	3 6%	10 10%	27 12%
INCREASE BY LESS THAN 10%	39 10%	19 10%	15 13%	8 11%	5 8%	7 12%	4 8%	3 8%	23 10%	7 8%	6 14%	2 6%	13 9%	15 9%	9 11%	15 10%	4 7%	6 6%	5 10%	6 6%	26 12%
DECREASE BY LESS THAN 10%	68 17%	37 19%	18 15%	13 18%	13 20%	6 11%	10 19%	4 9%	38 17%	19 21%	9 18%	2 10%	30 19%	21 13%	18 23%	26 18%	15 28%	15 15%	7 14%	17 17%	35 16%
DECREASE BY MORE THAN 10%	95 24%	47 24%	30 25%	12 17%	10 15%	12 23%	12 22%	8 20%	59 26%	21 23%	8 18%	5 18%	44 28%	40 25%	11 14%	34 23%	12 21%	16 16%	14 27%	20 20%	48 22%
STAY THE SAME	147 37%	68 35%	44 37%	31 42%	27 42%	21 38%	24 43%	19 48%	85 37%	33 36%	16 35%	12 46%	50 33%	69 43%	26 33%	54 36%	20 38%	54 54%	22 43%	46 46%	79 36%
TOO SOON TO SAY/DON'T KNOW	6 2%	3 1%	1 1%	2 2%	2 3%	1 2%	1 2%	- -	5 2%	1 1%	- -	- -	2 1%	3 2%	1 2%	1 1%	- -	- -	- -	1 1%	4 2%

Table 11-5
QUESTION 6:

And, as you look to the year-end, do you project your company's profitability for 2024 to increase or decrease compared to 2023, or will it probably stay the same?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP	SAFE	FLEX	INDUS	BENE-	CAREER	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL	SALARY	ENVIR	SHIFTS	-TRY LEADER	FITS	GROWTH											
BASE=TOTAL SAMPLE	400	233	225	222	199	167	167	150	171	207	194	190	188	206	128	254	116	131	153
	100%	58%	56%	55%	50%	42%	42%	38%	43%	52%	48%	47%	47%	52%	32%	64%	29%	33%	38%
**D/S (INCREASE - DECREASE)	-81	-38	-53	-44	-40	-26	-24	-27	-32	-51	-34	-46	-16	-65	-20	-55	-18	-34	-29
	-20%	-16%	-24%	-20%	-20%	-16%	-14%	-18%	-18%	-25%	-18%	-24%	-8%	-31%	-15%	-22%	-15%	-26%	-19%
TOTAL INCREASE	83	51	41	43	39	36	38	30	41	35	45	34	55	26	31	51	27	19	37
-----	21%	22%	18%	19%	20%	22%	23%	20%	24%	17%	23%	18%	29%	13%	24%	20%	23%	14%	24%
TOTAL DECREASE	164	89	94	87	79	62	61	57	73	86	79	81	70	91	50	106	45	53	66
-----	41%	38%	42%	39%	40%	37%	37%	38%	43%	42%	41%	42%	38%	44%	40%	42%	39%	41%	43%
INCREASE BY MORE THAN 10%	44	31	21	21	18	20	21	16	22	17	25	16	31	13	16	27	17	10	17
	11%	13%	10%	10%	9%	12%	13%	10%	13%	8%	13%	9%	16%	6%	12%	11%	14%	8%	11%
INCREASE BY LESS THAN 10%	39	21	20	22	21	16	16	15	19	19	20	18	24	13	15	24	10	9	20
	10%	9%	9%	10%	11%	10%	10%	10%	11%	9%	10%	9%	13%	6%	12%	10%	9%	7%	13%
DECREASE BY LESS THAN 10%	68	41	38	37	34	29	33	25	26	40	29	37	32	34	20	45	15	25	28
	17%	18%	17%	17%	17%	17%	20%	16%	15%	19%	15%	19%	17%	16%	16%	18%	13%	19%	18%
DECREASE BY MORE THAN 10%	95	48	56	50	45	34	29	33	47	46	50	44	38	57	30	62	30	28	38
	24%	20%	25%	22%	23%	20%	17%	22%	27%	22%	26%	23%	20%	28%	24%	24%	26%	21%	25%
STAY THE SAME	147	90	85	89	78	64	66	61	55	84	67	73	60	86	43	97	43	58	46
	37%	39%	38%	40%	39%	38%	40%	40%	32%	40%	35%	38%	32%	42%	33%	38%	37%	44%	30%
TOO SOON TO SAY/DON'T KNOW	6	3	4	4	3	5	2	2	2	2	3	2	3	3	4	-	2	1	4
	2%	1%	2%	2%	1%	3%	1%	1%	1%	1%	1%	1%	2%	2%	3%	-	1%	1%	2%

Table 11-6

QUESTION 6:

And, as you look to the year-end, do you project your company's profitability for 2024 to increase or decrease compared to 2023, or will it probably stay the same?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (INCREASE - DECREASE)	-69 -23%	-19 -36%	-11 -23%	-5 -9%	-13 -25%	-15 -30%	-6 -12%
TOTAL INCREASE -----	46 15%	7 13%	8 16%	7 13%	8 16%	5 11%	10 21%
TOTAL DECREASE -----	115 38%	27 49%	20 39%	11 23%	21 41%	20 41%	16 32%
INCREASE BY MORE THAN 10%	25 8%	4 7%	4 8%	5 10%	3 6%	3 6%	7 13%
INCREASE BY LESS THAN 10%	20 7%	4 7%	4 8%	2 3%	5 10%	2 5%	4 7%
DECREASE BY LESS THAN 10%	53 17%	15 28%	10 20%	5 10%	7 14%	11 21%	6 12%
DECREASE BY MORE THAN 10%	62 20%	12 21%	10 20%	7 13%	14 27%	10 20%	10 20%
STAY THE SAME	143 47%	20 38%	22 45%	32 64%	22 43%	24 47%	23 46%
TOO SOON TO SAY/DON'T KNOW	1 -	- -	- -	- -	- -	1 1%	1 1%

Table 12-1
QUESTION 7:

And, as you look to the year-end, do you project your company's capital expenditures for 2024 to increase or decrease compared to 2023, or will they probably stay the same?

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE					
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (INCREASE - DECREASE)	24	3	5	3	2	11	8	16	21	4	-3	23	6	-5	2	-	3	-1	16	7	24	-5	2	2
	6%	2%	5%	7%	5%	14%	4%	9%	15%	3%	-3%	11%	5%	-8%	3%	-	6%	-3%	22%	2%	15%	-4%	3%	7%
TOTAL INCREASE	117	38	25	17	11	25	64	54	49	33	26	66	36	14	23	15	15	10	31	84	55	29	22	7
-----	29%	27%	29%	36%	27%	30%	28%	31%	34%	26%	26%	32%	30%	20%	28%	26%	34%	26%	43%	26%	34%	24%	26%	31%
TOTAL DECREASE	93	35	21	14	9	14	56	37	28	29	30	43	31	19	21	14	13	11	15	77	31	33	19	6
-----	23%	25%	24%	29%	22%	17%	24%	21%	20%	23%	29%	21%	25%	28%	26%	25%	28%	30%	21%	24%	20%	28%	23%	23%
INCREASE BY MORE THAN 10%	80	29	17	8	8	18	46	34	32	20	20	45	21	12	13	12	12	7	24	54	40	21	11	6
	20%	21%	19%	16%	19%	22%	20%	20%	22%	16%	20%	22%	17%	18%	16%	21%	26%	19%	34%	17%	25%	18%	12%	24%
INCREASE BY LESS THAN 10%	37	9	9	9	3	6	18	19	18	13	6	20	15	2	10	3	4	3	7	30	15	8	11	2
	9%	7%	10%	20%	8%	8%	8%	11%	12%	10%	6%	10%	13%	2%	13%	5%	8%	7%	9%	9%	9%	6%	13%	7%
DECREASE BY LESS THAN 10%	35	12	9	8	3	3	21	14	11	10	12	16	10	9	9	4	4	1	4	30	11	9	10	3
	9%	9%	10%	16%	7%	4%	9%	8%	7%	8%	12%	8%	8%	13%	11%	7%	8%	4%	6%	9%	7%	7%	12%	11%
DECREASE BY MORE THAN 10%	58	22	12	6	7	11	35	23	18	19	18	27	21	10	12	11	9	10	11	47	20	25	10	3
	14%	16%	14%	13%	15%	13%	15%	13%	12%	15%	18%	13%	17%	15%	15%	19%	20%	26%	15%	15%	12%	21%	11%	12%
STAY THE SAME	183	64	38	17	22	41	103	80	65	61	44	92	52	34	37	28	16	16	25	156	72	56	39	11
	46%	46%	44%	35%	51%	50%	45%	46%	45%	48%	43%	45%	43%	49%	46%	49%	37%	42%	34%	48%	45%	47%	47%	46%
TOO SOON TO SAY/DON'T KNOW	4	1	1	-	-	1	3	1	-	3	-	1	1	1	-	-	1	1	1	3	1	1	2	-
	1%	1%	2%	-	-	1%	1%	1%	-	2%	-	1%	1%	2%	-	-	2%	2%	1%	1%	-	1%	2%	-
REFUSED	4	1	1	-	-	1	3	1	1	-	1	2	-	1	-	-	-	-	1	3	1	-	1	-
	1%	1%	2%	-	-	1%	1%	1%	1%	-	1%	1%	-	2%	-	-	-	-	2%	1%	1%	-	2%	-

Table 12-2
QUESTION 7:

And, as you look to the year-end, do you project your company's capital expenditures for 2024 to increase or decrease compared to 2023, or will they probably stay the same?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	3/3	UNDER 50	51- 100	101+
					18%																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (INCREASE - DECREASE)	24	20	11	32	-6	13	12	-5	4	6	15	16	-2	7	6	-7	22	117	-93	-	-	28	-4	-1
	6%	13%	7%	10%	-8%	27%	7%	-3%	9%	3%	12%	17%	-1%	5%	8%	-5%	15%	100%	-100%	-	-	9%	-16%	-3%
TOTAL INCREASE	117	48	49	97	20	17	49	44	11	69	36	27	48	39	21	46	47	117	-	-	-	102	5	9
	29%	32%	29%	30%	27%	34%	29%	27%	23%	31%	30%	28%	30%	29%	25%	28%	32%	100%	-	-	-	31%	20%	20%
TOTAL DECREASE	93	28	37	65	26	3	37	49	7	63	21	10	50	33	15	54	24	-	93	-	-	74	9	10
	23%	18%	22%	20%	36%	7%	22%	30%	14%	28%	18%	11%	31%	24%	18%	33%	16%	-	100%	-	-	23%	35%	23%
INCREASE BY MORE THAN 10%	80	37	28	65	15	10	31	32	7	48	24	17	30	30	13	35	28	80	-	-	-	66	3	9
	20%	24%	16%	20%	21%	21%	19%	20%	15%	22%	20%	17%	19%	22%	16%	21%	19%	68%	-	-	-	20%	13%	20%
INCREASE BY LESS THAN 10%	37	12	21	32	5	6	18	12	4	21	12	10	18	9	8	12	18	37	-	-	-	36	2	-
	9%	8%	12%	10%	7%	13%	11%	7%	8%	9%	10%	10%	11%	7%	9%	7%	12%	32%	-	-	-	11%	7%	-
DECREASE BY LESS THAN 10%	35	19	11	30	5	2	19	14	7	15	13	9	12	14	8	16	11	-	35	-	-	26	3	6
	9%	12%	7%	9%	7%	5%	11%	8%	14%	7%	11%	9%	7%	11%	10%	10%	8%	-	38%	-	-	8%	13%	13%
DECREASE BY MORE THAN 10%	58	9	26	35	21	1	18	35	-	48	8	2	38	18	7	38	13	-	58	-	-	48	6	4
	14%	6%	15%	11%	29%	2%	11%	21%	-	22%	7%	2%	24%	13%	8%	23%	9%	-	62%	-	-	15%	23%	10%
STAY THE SAME	183	73	80	152	26	29	80	67	30	86	63	58	58	63	45	60	75	-	-	183	46	144	10	24
	46%	47%	48%	48%	35%	58%	48%	41%	60%	39%	52%	61%	36%	46%	55%	37%	51%	-	-	100%	100%	44%	41%	53%
TOO SOON TO SAY/DON'T KNOW	4	3	1	4	-	1	1	2	-	3	-	1	2	-	2	2	-	-	-	-	-	3	1	-
	1%	2%	1%	1%	-	1%	-	1%	-	1%	-	1%	1%	-	2%	1%	-	-	-	-	-	1%	5%	-
REFUSED	4	1	1	3	1	-	-	2	1	2	-	-	1	1	-	1	1	-	-	-	-	2	-	1
	1%	1%	1%	1%	2%	-	-	1%	3%	1%	-	-	1%	1%	-	1%	1%	-	-	-	-	1%	-	3%

Table 12-3
QUESTION 7:

And, as you look to the year-end, do you project your company's capital expenditures for 2024 to increase or decrease compared to 2023, or will they probably stay the same?

BANNER 3

	GENDER			AGE				2025 PROJECTION					FUTURE CHALLENGES						CAPACITY CHALLENGES	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- -SION	FLAT	RECES- -SION	INFL- -ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	316	84	83	86	124	88	102	132	77	132	118	110	86	61	52	39	19	294	99
	100%	79%	21%	21%	22%	31%	22%	26%	33%	19%	33%	30%	27%	21%	15%	13%	10%	5%	73%	25%
**D/S (INCREASE - DECREASE)	24	11	13	17	-	-6	12	3	-3	9	4	27	14	-11	-4	4	11	2	21	4
	6%	4%	16%	20%	-	-5%	14%	3%	-2%	12%	3%	23%	12%	-13%	-7%	9%	27%	11%	7%	4%
TOTAL INCREASE	117	89	29	35	22	27	29	25	35	28	39	46	33	19	11	20	17	7	83	32
-----	29%	28%	34%	42%	26%	21%	32%	25%	26%	36%	29%	39%	30%	22%	18%	38%	43%	37%	28%	33%
TOTAL DECREASE	93	77	15	18	23	32	17	22	37	18	35	18	19	30	15	15	6	5	62	29
-----	23%	25%	18%	22%	26%	26%	19%	22%	28%	24%	27%	16%	18%	35%	25%	29%	16%	26%	21%	29%
INCREASE BY MORE THAN 10%	80	63	17	19	17	17	24	16	22	19	27	29	23	14	6	11	11	5	54	24
	20%	20%	20%	23%	20%	14%	27%	15%	16%	25%	20%	25%	21%	16%	9%	22%	27%	26%	18%	24%
INCREASE BY LESS THAN 10%	37	25	12	16	5	9	5	9	13	9	12	17	10	5	5	8	6	2	29	9
	9%	8%	14%	19%	6%	8%	5%	9%	10%	11%	9%	14%	9%	6%	9%	16%	16%	11%	10%	9%
DECREASE BY LESS THAN 10%	35	30	5	9	9	10	6	14	12	2	12	9	10	8	7	6	1	1	29	5
	9%	9%	6%	11%	10%	8%	7%	14%	9%	3%	9%	7%	9%	10%	11%	11%	3%	4%	10%	5%
DECREASE BY MORE THAN 10%	58	48	10	9	14	22	11	8	25	16	23	10	10	22	9	10	5	4	33	24
	14%	15%	12%	11%	16%	18%	12%	8%	19%	21%	17%	8%	9%	25%	14%	18%	13%	22%	11%	24%
STAY THE SAME	183	143	39	27	41	64	42	54	60	29	54	51	55	35	35	17	16	7	143	38
	46%	45%	47%	33%	47%	51%	47%	53%	45%	38%	41%	43%	51%	41%	57%	33%	42%	38%	49%	38%
TOO SOON TO SAY/DON'T KNOW	4	3	1	-	1	2	1	1	-	-	3	2	1	1	-	-	-	-	3	-
	1%	1%	1%	-	1%	1%	1%	1%	-	-	2%	2%	1%	1%	-	-	-	-	1%	-
REFUSED	4	4	-	2	-	-	-	-	-	1	1	1	1	1	-	-	-	-	3	-
	1%	1%	-	3%	-	-	-	-	-	2%	1%	1%	1%	1%	-	-	-	-	1%	-

Table 12-4
QUESTION 7:

And, as you look to the year-end, do you project your company's capital expenditures for 2024 to increase or decrease compared to 2023, or will they probably stay the same?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS						
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (INCREASE - DECREASE)	24 6%	18 9%	21 17%	5 7%	8 12%	9 16%	-1 -2%	3 8%	6 3%	-5 -5%	14 31%	7 26%	11 7%	13 8%	- -	15 10%	9 16%	3 3%	3 6%	12 12%	7 3%
TOTAL INCREASE	117 29%	59 30%	43 35%	21 28%	23 35%	22 40%	15 28%	13 32%	62 27%	22 24%	22 46%	10 38%	50 32%	50 31%	16 20%	49 33%	21 39%	29 29%	13 25%	27 27%	60 28%
TOTAL DECREASE	93 23%	41 21%	22 18%	15 21%	15 23%	13 24%	16 30%	10 25%	56 24%	27 29%	7 16%	3 13%	39 25%	37 23%	16 20%	35 23%	12 23%	26 26%	10 20%	16 16%	53 24%
INCREASE BY MORE THAN 10%	80 20%	35 18%	26 22%	13 18%	13 21%	17 31%	12 23%	13 32%	39 17%	14 15%	19 41%	6 24%	34 22%	34 21%	12 15%	36 24%	15 28%	19 19%	8 16%	15 15%	42 19%
INCREASE BY LESS THAN 10%	37 9%	23 12%	17 14%	7 10%	9 14%	5 9%	3 5%	- -	23 10%	8 9%	2 5%	4 15%	16 10%	17 10%	4 5%	13 9%	6 11%	10 10%	5 10%	13 13%	18 8%
DECREASE BY LESS THAN 10%	35 9%	14 7%	6 5%	7 9%	7 10%	6 11%	7 13%	2 5%	22 10%	10 11%	2 4%	1 3%	9 6%	20 12%	7 9%	11 7%	6 11%	5 5%	3 6%	5 5%	19 9%
DECREASE BY MORE THAN 10%	58 14%	27 14%	17 14%	9 12%	8 13%	7 13%	9 16%	8 19%	33 14%	17 18%	5 12%	2 10%	31 20%	18 11%	9 12%	24 16%	6 11%	21 21%	7 14%	11 11%	34 16%
STAY THE SAME	183 46%	94 48%	54 45%	38 51%	27 42%	20 37%	23 43%	17 43%	109 47%	41 45%	16 34%	13 49%	60 39%	75 46%	46 58%	61 41%	19 36%	44 44%	28 55%	54 54%	99 46%
TOO SOON TO SAY/DON'T KNOW	4 1%	1 1%	1 1%	- -	- -	- -	- -	- -	1 -	1 1%	2 4%	- -	4 2%	- -	- -	3 2%	1 2%	- -	- -	2 2%	3 1%
REFUSED	4 1%	1 1%	1 1%	- -	- -	- -	- -	- -	4 2%	- -	- -	- -	1 1%	- -	1 2%	- -	- -	- -	- -	1 1%	3 1%

Table 12-5
QUESTION 7:

And, as you look to the year-end, do you project your company's capital expenditures for 2024 to increase or decrease compared to 2023, or will they probably stay the same?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE=TOTAL SAMPLE	400	233	225	222	199	167	167	150	171	207	194	190	188	206	128	254	116	131	153
	100%	58%	56%	55%	50%	42%	42%	38%	43%	52%	48%	47%	47%	52%	32%	64%	29%	33%	38%
**D/S (INCREASE - DECREASE)	24	22	18	17	13	12	25	15	-4	23	1	23	10	15	2	19	-5	18	11
	6%	10%	8%	8%	6%	7%	15%	10%	-3%	11%	1%	12%	5%	7%	1%	7%	-4%	14%	7%
TOTAL INCREASE	117	71	66	68	57	52	57	46	43	67	56	58	57	60	35	77	29	41	48
-----	29%	30%	29%	31%	28%	31%	34%	31%	25%	32%	29%	31%	30%	29%	27%	30%	25%	31%	31%
TOTAL DECREASE	93	49	49	51	44	40	32	32	47	44	55	36	47	45	33	58	34	22	37
-----	23%	21%	22%	23%	22%	24%	19%	21%	28%	21%	28%	19%	25%	22%	26%	23%	29%	17%	24%
INCREASE BY MORE THAN 10%	80	46	50	48	35	39	40	31	28	47	38	41	40	40	27	49	18	28	33
	20%	20%	22%	21%	18%	23%	24%	21%	16%	23%	20%	22%	21%	19%	21%	19%	16%	22%	22%
INCREASE BY LESS THAN 10%	37	25	17	20	22	13	17	15	15	19	18	18	17	20	8	28	11	12	14
	9%	11%	7%	9%	11%	8%	10%	10%	9%	9%	9%	9%	9%	10%	6%	11%	9%	9%	9%
DECREASE BY LESS THAN 10%	35	16	16	19	14	13	10	12	18	16	20	14	19	16	14	19	11	7	17
	9%	7%	7%	8%	7%	8%	6%	8%	10%	8%	10%	7%	10%	8%	11%	8%	9%	5%	11%
DECREASE BY MORE THAN 10%	58	33	32	32	30	27	22	20	29	28	35	22	29	28	19	39	23	15	20
	14%	14%	14%	14%	15%	16%	13%	13%	17%	14%	18%	11%	15%	14%	15%	15%	20%	12%	13%
STAY THE SAME	183	111	106	100	94	73	76	70	79	93	80	93	80	98	56	117	52	65	66
	46%	48%	47%	45%	47%	44%	46%	46%	47%	45%	41%	49%	43%	47%	44%	46%	45%	50%	43%
TOO SOON TO SAY/DON'T KNOW	4	1	3	2	3	-	2	1	-	2	2	2	2	2	2	1	-	2	2
	1%	1%	1%	1%	1%	-	1%	1%	-	1%	1%	1%	1%	1%	2%	1%	-	1%	1%
REFUSED	4	1	1	1	1	1	-	1	1	1	1	1	1	2	1	1	1	1	1
	1%	1%	1%	1%	1%	1%	-	1%	1%	1%	1%	1%	1%	1%	1%	-	1%	1%	1%

Table 12-6

QUESTION 7:

And, as you look to the year-end, do you project your company's capital expenditures for 2024 to increase or decrease compared to 2023, or will they probably stay the same?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF		NORTH-		SOUTH		WEST	
		INIT	LAND	NW	MN	MN	SW	INIT	CENT
									INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%	50 100%	50 100%
**D/S (INCREASE - DECREASE)	26 9%	9 16%	-7 -14%	10 20%	3 6%	7 14%	5 10%	7 14%	5 10%
TOTAL INCREASE -----	91 30%	21 39%	11 22%	18 37%	13 25%	15 30%	13 25%	15 30%	13 25%
TOTAL DECREASE -----	65 21%	12 23%	18 36%	8 17%	10 20%	8 16%	8 16%	8 16%	8 16%
INCREASE BY MORE THAN 10%	57 19%	15 28%	3 5%	17 33%	8 16%	7 15%	7 14%	7 15%	7 14%
INCREASE BY LESS THAN 10%	34 11%	6 11%	8 16%	2 3%	5 10%	7 15%	5 11%	7 15%	5 11%
DECREASE BY LESS THAN 10%	20 6%	6 11%	5 11%	- -	3 6%	3 6%	2 4%	3 6%	2 4%
DECREASE BY MORE THAN 10%	45 15%	6 11%	13 25%	8 17%	7 14%	5 10%	6 12%	5 10%	6 12%
STAY THE SAME	146 48%	19 36%	21 42%	23 47%	28 55%	27 54%	27 54%	27 54%	27 54%
TOO SOON TO SAY/DON'T KNOW	3 1%	1 2%	- -	- -	- -	- -	2 4%	- -	2 4%
REFUSED	1 -	- -	- -	- -	- -	- -	1 1%	- -	1 1%

Table 13-1
QUESTION 8:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Overall inflation

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC-ISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
10	118	42	26	16	16	18	68	50	55	30	27	62	37	19	28	19	18	10	32	85	57	31	19	6
--	29%	30%	30%	33%	36%	22%	30%	29%	38%	24%	27%	30%	31%	28%	35%	33%	41%	27%	44%	26%	36%	26%	22%	27%
8-10	210	64	50	27	25	44	114	96	89	62	47	114	63	31	44	35	29	22	44	164	94	60	35	14
----	53%	46%	58%	56%	57%	54%	50%	55%	62%	49%	46%	56%	53%	44%	55%	62%	64%	60%	60%	51%	59%	50%	42%	57%
5-7	132	56	26	14	8	28	82	50	33	51	37	59	46	22	28	15	9	10	19	110	45	41	37	7
---	33%	40%	30%	29%	18%	34%	36%	29%	23%	40%	36%	29%	39%	32%	35%	26%	19%	26%	26%	34%	28%	35%	44%	31%
1-4	55	19	9	7	11	10	28	27	22	13	15	31	11	13	8	7	8	5	10	45	21	18	8	3
---	14%	13%	10%	15%	24%	12%	12%	16%	15%	11%	15%	15%	9%	19%	10%	12%	17%	14%	14%	14%	13%	15%	10%	12%
9	33	5	10	6	3	9	15	18	13	14	5	21	10	2	7	6	3	3	6	27	12	12	5	4
	8%	4%	11%	12%	7%	11%	7%	10%	9%	11%	5%	10%	9%	2%	8%	10%	6%	9%	8%	8%	7%	10%	6%	16%
8	60	17	14	5	6	17	32	28	22	18	14	32	16	10	9	11	7	9	6	52	25	17	11	3
	15%	12%	16%	11%	14%	20%	14%	16%	15%	14%	14%	16%	13%	15%	11%	19%	16%	24%	8%	16%	16%	14%	14%	14%
7	60	27	6	8	4	14	34	27	15	22	20	25	18	16	17	12	1	2	4	54	18	22	15	5
	15%	20%	7%	17%	10%	17%	15%	15%	11%	17%	20%	12%	15%	23%	21%	21%	2%	6%	6%	17%	11%	19%	18%	21%
6	19	8	3	1	3	4	11	8	3	9	3	8	8	3	4	1	1	1	3	16	7	3	9	-
	5%	6%	3%	3%	7%	5%	5%	5%	2%	7%	3%	4%	6%	4%	4%	1%	2%	3%	4%	5%	4%	3%	11%	-
5	52	20	17	4	1	10	37	15	15	19	13	26	21	4	8	2	7	7	12	40	20	16	13	2
	13%	14%	20%	9%	2%	12%	16%	9%	10%	15%	13%	13%	17%	6%	10%	3%	15%	17%	16%	12%	13%	13%	15%	10%
4	11	1	2	2	2	3	4	8	6	1	4	5	1	5	-	2	1	-	11	4	3	3	-	-
	3%	1%	3%	5%	5%	4%	2%	4%	4%	1%	4%	3%	-	8%	-	4%	3%	-	3%	3%	4%	2%	4%	-
3	22	9	5	2	3	4	14	9	5	8	7	12	6	5	2	4	4	2	4	18	8	8	3	1
	6%	6%	5%	4%	7%	5%	6%	5%	3%	6%	7%	6%	5%	7%	3%	7%	8%	5%	6%	6%	5%	6%	3%	6%
2	10	4	1	1	4	-	5	5	4	2	3	6	1	3	2	-	3	1	2	8	1	6	1	2
	2%	3%	1%	3%	9%	-	2%	3%	3%	2%	3%	3%	1%	5%	3%	-	6%	3%	3%	2%	1%	5%	1%	6%
1	12	5	1	2	2	2	6	6	6	2	1	9	3	-	4	1	-	2	4	8	8	2	2	-
	3%	4%	1%	4%	4%	3%	3%	3%	4%	2%	1%	4%	3%	-	5%	1%	-	6%	6%	2%	5%	2%	2%	-
DON'T KNOW/REFUSED	3	2	1	-	-	-	3	-	-	-	3	-	-	3	-	-	-	-	-	3	-	-	3	-
	1%	1%	2%	-	-	-	1%	-	-	-	3%	-	-	4%	-	-	-	-	-	1%	-	-	4%	-
MEAN	7.3	7.1	7.5	7.5	7.2	7.3	7.3	7.3	7.6	7.2	7.1	7.3	7.4	7.1	7.6	7.8	7.5	7.1	7.5	7.2	7.5	7.2	7.1	7.5

Table 13-2
QUESTION 8:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Overall inflation

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	3/3	UNDER 50	51- 100	101+
					NOT CONF																			
BASE-TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
10	118	31	45	76	38	6	38	69	8	98	12	22	58	34	14	65	38	38	30	46	9	98	7	12
--	29%	20%	27%	24%	52%	13%	23%	42%	17%	44%	10%	23%	37%	25%	17%	40%	26%	32%	32%	25%	20%	30%	28%	28%
8-10	210	62	84	146	60	9	74	119	15	164	28	39	95	73	28	107	73	65	54	86	18	178	7	24
----	53%	40%	50%	46%	81%	19%	44%	72%	31%	74%	24%	40%	60%	54%	33%	65%	50%	55%	59%	47%	40%	55%	28%	54%
5-7	132	56	64	119	12	23	70	32	19	46	63	38	48	46	35	46	51	37	32	61	20	105	12	10
---	33%	36%	38%	37%	17%	46%	42%	19%	39%	21%	53%	39%	30%	34%	42%	28%	34%	32%	35%	34%	43%	32%	50%	22%
1-4	55	32	20	52	2	18	21	14	13	12	27	20	15	17	20	11	23	15	6	34	7	42	6	8
---	14%	21%	12%	16%	2%	36%	13%	9%	27%	5%	23%	20%	9%	13%	24%	7%	16%	13%	6%	19%	16%	13%	22%	17%
9	33	12	14	25	8	2	9	19	2	28	2	5	13	15	4	14	14	12	7	14	5	31	-	2
	8%	8%	8%	8%	10%	4%	6%	11%	3%	13%	2%	5%	8%	11%	5%	9%	10%	11%	7%	8%	11%	10%	-	3%
8	60	20	25	45	14	1	26	31	5	39	14	11	24	25	10	28	22	15	18	26	4	48	-	10
	15%	13%	15%	14%	19%	2%	16%	19%	10%	17%	12%	12%	15%	18%	12%	17%	15%	12%	20%	14%	9%	15%	-	23%
7	60	25	29	54	6	4	33	22	6	28	26	10	31	20	10	31	20	22	19	19	6	43	10	6
	15%	16%	17%	17%	8%	9%	20%	13%	12%	13%	21%	10%	19%	14%	12%	19%	13%	19%	20%	10%	13%	13%	39%	13%
6	19	5	14	19	1	4	7	6	2	7	11	7	4	8	7	3	10	2	5	13	4	15	1	1
	5%	3%	8%	6%	1%	9%	4%	3%	3%	3%	9%	7%	3%	6%	8%	2%	7%	1%	5%	7%	9%	5%	5%	3%
5	52	26	21	47	5	14	30	4	12	12	27	21	13	18	19	13	21	14	9	29	10	46	1	3
	13%	17%	12%	15%	7%	27%	18%	3%	23%	5%	22%	22%	8%	13%	22%	8%	14%	12%	10%	16%	22%	14%	6%	6%
4	11	7	5	11	-	4	5	3	3	4	4	7	3	1	6	3	2	1	3	8	-	6	3	3
	3%	4%	3%	4%	-	7%	3%	2%	5%	2%	3%	7%	2%	1%	7%	2%	2%	-	3%	4%	-	2%	10%	6%
3	22	14	8	22	1	7	8	8	8	2	12	7	6	8	10	5	7	5	-	17	5	18	3	2
	6%	9%	5%	7%	1%	14%	5%	5%	17%	1%	10%	8%	4%	6%	12%	3%	5%	5%	-	9%	12%	5%	12%	4%
2	10	7	2	10	-	3	5	1	1	1	7	3	2	3	2	-	8	4	2	3	-	6	-	3
	2%	5%	1%	3%	-	7%	3%	-	2%	1%	6%	3%	1%	2%	2%	-	5%	4%	2%	2%	-	2%	-	7%
1	12	5	5	10	1	4	3	3	2	5	4	3	4	5	3	3	6	5	1	6	2	12	-	-
	3%	3%	3%	3%	1%	8%	2%	2%	4%	2%	3%	3%	2%	4%	3%	2%	4%	4%	1%	3%	4%	4%	-	-
DON'T KNOW/REFUSED	3	3	-	3	-	-	2	-	1	-	2	-	-	-	-	-	-	-	-	2	-	-	-	3
	1%	2%	-	1%	-	-	1%	-	3%	-	1%	-	-	-	-	-	-	-	-	1%	-	-	-	7%
MEAN	7.3	6.6	7.3	7.0	8.7	5.3	7.0	8.2	6.0	8.4	5.9	6.6	7.8	7.2	6.2	8.1	7.0	7.4	7.8	6.9	6.7	7.3	6.9	7.3

Table 13-3

QUESTION 8:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Overall inflation

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPITL TO INVEST	NO	TOT YES
BASE-TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
10	118 29%	93 29%	25 30%	25 31%	23 27%	44 35%	23 26%	15 15%	29 22%	38 49%	54 41%	38 32%	19 18%	36 42%	16 26%	8 15%	12 31%	5 26%	86 29%	28 28%
8-10	210 53%	166 52%	44 53%	45 54%	47 54%	70 56%	41 47%	28 27%	63 48%	59 77%	89 68%	67 57%	43 39%	54 63%	33 54%	21 40%	17 44%	12 66%	154 53%	50 50%
5-7	132 33%	99 31%	33 40%	30 37%	25 29%	42 34%	29 33%	49 48%	50 38%	15 19%	30 23%	36 30%	42 38%	26 30%	22 36%	22 42%	18 46%	4 21%	96 33%	36 36%
1-4	55 14%	49 15%	6 8%	6 7%	15 17%	13 10%	18 21%	25 25%	16 12%	3 3%	13 10%	15 13%	24 22%	5 6%	6 10%	10 19%	4 10%	2 12%	40 14%	14 14%
9	33 8%	24 8%	9 10%	6 7%	7 8%	8 7%	9 10%	4 4%	11 8%	7 9%	14 10%	12 10%	8 7%	8 9%	6 10%	3 5%	1 3%	5 25%	25 8%	7 7%
8	60 15%	49 15%	11 13%	14 17%	16 19%	17 14%	9 11%	9 9%	24 18%	15 19%	22 17%	17 14%	16 15%	10 12%	11 18%	10 19%	4 10%	3 16%	44 15%	14 14%
7	60 15%	45 14%	15 18%	16 19%	13 15%	18 15%	10 12%	15 15%	31 24%	8 11%	20 16%	17 14%	21 19%	14 16%	7 12%	7 14%	10 26%	1 6%	39 13%	22 22%
6	19 5%	16 5%	3 4%	3 4%	4 5%	9 8%	3 3%	9 9%	5 4%	3 3%	5 3%	3 2%	8 7%	5 6%	2 3%	6 11%	2 5%	1 6%	15 5%	4 4%
5	52 13%	37 12%	15 18%	12 14%	8 9%	14 11%	16 18%	25 25%	14 11%	4 5%	5 4%	17 14%	13 12%	7 8%	13 21%	9 17%	6 15%	2 9%	42 14%	10 10%
4	11 3%	10 3%	2 2%	2 2%	4 5%	1 1%	4 5%	6 5%	4 3%	- -	4 3%	2 2%	6 5%	1 1%	- -	1 3%	1 3%	- -	7 3%	4 4%
3	22 6%	19 6%	4 4%	3 4%	4 5%	8 6%	7 8%	10 10%	9 7%	2 2%	6 5%	4 3%	11 10%	2 2%	6 9%	5 10%	2 5%	- -	18 6%	4 4%
2	10 2%	10 3%	- -	1 1%	4 4%	2 1%	1 1%	6 6%	2 2%	- -	- -	3 3%	6 6%	2 2%	- -	1 2%	1 3%	1 6%	8 3%	1 1%
1	12 3%	11 3%	1 1%	- -	3 3%	3 2%	6 7%	4 4%	2 1%	1 1%	3 2%	6 5%	2 2%	1 1%	1 1%	2 4%	- -	1 6%	7 2%	5 5%
DON'T KNOW/REFUSED	3 1%	3 1%	- -	2 2%	- -	- -	- -	- -	2 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	3 1%	- -
MEAN	7.3	7.2	7.5	7.6	7.2	7.6	6.8	6.0	7.2	8.5	8.1	7.4	6.6	8.1	7.3	6.5	7.3	7.5	7.3	7.3

Table 13-4

QUESTION 8:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Overall inflation

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	197	121	73	64	55	55	39	231	90	47	26	154	163	80	149	54	100	51	100	218
	100%	49%	30%	18%	16%	14%	14%	10%	58%	23%	12%	7%	39%	41%	20%	37%	23%	43%	22%	43%	54%
10	118	56	37	22	18	11	17	13	72	21	12	11	59	39	18	40	15	37	18	24	63
--	29%	28%	31%	29%	28%	21%	32%	34%	31%	23%	27%	41%	38%	24%	22%	27%	28%	37%	35%	24%	29%
8-10	210	104	61	37	30	23	30	22	130	37	23	18	98	77	33	73	36	62	29	50	106
----	53%	53%	51%	51%	47%	42%	55%	57%	56%	41%	49%	67%	63%	48%	41%	49%	67%	62%	57%	50%	49%
5-7	132	71	46	26	24	22	16	9	71	36	19	5	45	59	27	53	15	24	12	41	81
---	33%	36%	38%	35%	38%	39%	30%	24%	31%	39%	40%	18%	29%	36%	34%	36%	28%	24%	24%	41%	37%
1-4	55	20	14	9	10	10	8	8	27	18	5	4	12	25	18	22	3	14	10	9	28
---	14%	10%	12%	12%	15%	19%	15%	19%	12%	20%	11%	15%	8%	16%	23%	15%	5%	14%	20%	9%	13%
9	33	19	9	4	6	4	4	3	22	6	3	2	15	12	6	11	11	6	3	12	13
	8%	10%	7%	5%	9%	6%	7%	8%	9%	7%	6%	8%	10%	7%	7%	8%	20%	6%	6%	12%	6%
8	60	28	15	11	7	8	9	6	36	10	7	5	24	26	9	22	11	20	8	14	30
	15%	14%	13%	16%	11%	15%	16%	14%	16%	11%	16%	19%	15%	16%	12%	15%	20%	20%	16%	14%	14%
7	60	27	23	15	11	10	10	4	28	21	7	2	21	30	9	27	8	12	6	21	34
	15%	14%	19%	21%	17%	18%	19%	10%	12%	24%	15%	8%	14%	18%	12%	18%	15%	12%	12%	21%	16%
6	19	12	7	2	2	3	1	2	9	5	6	-	7	10	3	10	2	7	3	10	11
	5%	6%	6%	2%	3%	6%	1%	5%	4%	6%	12%	-	4%	6%	3%	7%	3%	7%	6%	10%	5%
5	52	31	16	9	11	9	5	3	34	9	6	2	17	19	15	16	5	4	3	10	37
	13%	16%	13%	12%	18%	16%	10%	9%	15%	10%	13%	10%	11%	12%	19%	11%	10%	4%	6%	10%	17%
4	11	5	3	4	1	1	1	1	4	6	1	-	4	4	4	4	2	7	2	2	4
	3%	2%	2%	5%	2%	3%	2%	4%	2%	7%	1%	-	2%	2%	5%	3%	3%	7%	4%	2%	2%
3	22	10	7	3	7	6	3	1	11	4	3	4	6	9	8	9	-	4	3	4	14
	6%	5%	5%	5%	10%	11%	5%	3%	5%	5%	7%	15%	4%	6%	10%	6%	-	4%	6%	4%	6%
2	10	3	1	-	2	2	2	4	4	4	2	-	-	7	2	5	1	-	3	2	5
	2%	2%	1%	-	3%	3%	4%	10%	2%	4%	3%	-	-	4%	3%	3%	2%	-	6%	2%	2%
1	12	2	4	2	-	1	2	1	7	3	-	-	2	5	4	3	-	3	2	1	6
	3%	1%	3%	3%	-	2%	4%	3%	3%	4%	-	-	2%	3%	5%	2%	-	3%	4%	1%	3%
DON'T KNOW/REFUSED	3	2	-	2	-	-	-	-	3	-	-	-	-	2	1	-	-	-	-	-	3
	1%	1%	-	2%	-	-	-	-	1%	-	-	-	-	1%	2%	-	-	-	-	-	1%
MEAN	7.3	7.4	7.4	7.4	7.1	6.8	7.4	7.2	7.4	6.9	7.2	7.8	7.9	7.0	6.5	7.2	8.0	7.7	7.3	7.4	7.2

Table 13-5
QUESTION 8:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Overall inflation

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
	BASE-TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%
10	118 29%	62 27%	61 27%	58 26%	57 29%	50 30%	40 24%	43 29%	52 30%	60 29%	59 30%	54 29%	52 28%	65 32%	36 28%	80 31%	38 33%	40 31%	39 25%
8-10	210 53%	119 51%	107 47%	107 48%	102 51%	88 52%	79 48%	84 56%	87 51%	113 54%	100 51%	103 54%	92 49%	118 57%	65 51%	138 54%	60 51%	73 56%	77 51%
5-7	132 33%	80 34%	87 38%	80 36%	66 33%	52 31%	65 39%	45 30%	54 32%	69 33%	65 33%	61 32%	69 37%	60 29%	42 33%	82 32%	36 31%	42 32%	54 35%
1-4	55 14%	33 14%	30 13%	33 15%	29 15%	25 15%	21 13%	20 14%	27 16%	25 12%	28 14%	25 13%	24 13%	28 14%	18 14%	34 13%	19 16%	16 12%	20 13%
9	33 8%	20 8%	15 7%	16 7%	19 10%	11 7%	15 9%	13 9%	13 8%	19 9%	13 7%	18 10%	12 6%	21 10%	9 7%	22 9%	7 6%	11 8%	15 10%
8	60 15%	36 16%	31 14%	34 15%	26 13%	27 16%	25 15%	27 18%	23 13%	34 16%	28 15%	31 16%	28 15%	32 15%	20 16%	36 14%	15 13%	22 17%	23 15%
7	60 15%	35 15%	42 18%	40 18%	26 13%	21 13%	31 19%	23 15%	29 17%	30 15%	31 16%	28 15%	29 16%	30 15%	21 17%	35 14%	18 16%	17 13%	25 16%
6	19 5%	15 7%	14 6%	11 5%	12 6%	9 6%	10 6%	6 4%	8 5%	9 4%	12 6%	6 3%	9 5%	9 4%	7 6%	11 4%	5 5%	3 2%	11 7%
5	52 13%	29 12%	31 14%	29 13%	28 14%	21 12%	24 14%	15 10%	18 10%	30 15%	22 11%	28 14%	31 16%	21 10%	14 11%	36 14%	12 10%	22 17%	18 12%
4	11 3%	5 2%	4 2%	3 1%	7 4%	3 2%	3 2%	2 2%	7 4%	3 1%	5 3%	5 2%	5 3%	6 3%	1 1%	8 3%	5 4%	3 2%	3 2%
3	22 6%	15 6%	13 6%	17 8%	11 6%	12 7%	7 4%	8 6%	10 6%	13 6%	9 5%	12 6%	8 4%	12 6%	7 6%	15 6%	6 5%	9 7%	8 5%
2	10 2%	7 3%	5 2%	5 2%	6 3%	4 2%	3 2%	5 3%	7 4%	3 1%	7 4%	2 1%	5 3%	4 2%	6 4%	4 2%	6 5%	1 1%	3 2%
1	12 3%	7 3%	8 3%	7 3%	5 2%	5 3%	7 4%	5 3%	4 3%	6 3%	6 3%	6 3%	6 3%	6 3%	4 3%	6 3%	3 2%	3 2%	6 4%
DON'T KNOW/REFUSED	3 1%	2 1%	2 1%	2 1%	2 1%	3 2%	2 1%	2 1%	2 1%	- -	2 1%	- -	3 2%	- -	2 1%	- -	2 1%	- -	1 1%
MEAN	7.3	7.2	7.1	7.1	7.2	7.2	7.1	7.4	7.2	7.3	7.3	7.3	7.2	7.5	7.2	7.4	7.3	7.4	7.2

Table 13-6

QUESTION 8:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Overall inflation

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
10 --	94 31%	15 28%	17 33%	20 40%	18 35%	14 27%	10 21%
8-10 ----	177 58%	36 67%	22 44%	40 80%	29 57%	28 56%	22 43%
5-7 ---	92 30%	15 28%	15 31%	8 17%	12 24%	16 32%	25 51%
1-4 ---	36 12%	3 5%	12 25%	2 3%	10 20%	6 12%	3 6%
9	31 10%	11 20%	3 5%	3 7%	3 6%	6 12%	5 11%
8	52 17%	11 20%	3 5%	17 34%	8 16%	8 16%	6 12%
7	47 15%	8 15%	7 14%	5 10%	6 12%	5 11%	15 30%
6	22 7%	2 3%	6 11%	2 3%	3 6%	6 11%	5 10%
5	23 8%	5 10%	3 5%	2 3%	3 6%	5 10%	5 11%
4	13 4%	2 3%	7 14%	- -	2 4%	1 1%	2 4%
3	11 4%	- -	3 5%	2 3%	3 6%	3 6%	1 1%
2	6 2%	1 2%	- -	- -	3 6%	2 4%	- -
1	6 2%	- -	3 5%	- -	2 4%	1 1%	1 1%
MEAN	7.6	8.0	7.0	8.4	7.3	7.4	7.4

Table 14-1
 QUESTION 10:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

The costs of health care coverage

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC-ISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
10	111	41	21	14	12	23	63	49	43	37	25	61	36	15	24	21	12	10	18	92	60	28	15	5
--	28%	29%	25%	29%	27%	29%	28%	28%	30%	29%	25%	30%	30%	21%	30%	36%	26%	26%	25%	29%	37%	24%	18%	21%
8-10	206	71	42	27	22	45	113	93	71	73	50	111	67	28	43	38	23	25	34	170	89	67	35	8
----	51%	50%	48%	55%	50%	54%	50%	54%	49%	58%	49%	54%	56%	40%	53%	67%	52%	66%	46%	53%	56%	56%	42%	34%
5-7	127	39	30	16	14	28	69	58	39	36	42	51	40	31	28	12	18	9	20	106	42	37	31	12
---	32%	28%	35%	33%	33%	34%	30%	34%	27%	28%	41%	25%	33%	45%	35%	21%	39%	25%	28%	33%	26%	31%	37%	51%
1-4	53	25	12	5	4	6	37	16	27	16	7	34	12	7	7	5	4	4	16	37	22	12	15	4
---	13%	18%	14%	11%	10%	7%	16%	9%	19%	13%	6%	16%	10%	11%	9%	9%	9%	9%	21%	12%	13%	10%	17%	15%
9	27	9	8	2	2	7	16	10	5	15	5	13	11	3	4	7	1	4	4	23	8	11	6	2
	7%	6%	9%	3%	4%	8%	7%	6%	4%	12%	5%	6%	9%	4%	5%	13%	2%	11%	5%	7%	5%	9%	7%	9%
8	68	21	13	11	8	15	34	34	23	21	20	36	21	10	15	10	11	11	12	55	21	28	15	1
	17%	15%	15%	23%	19%	18%	15%	20%	16%	17%	19%	18%	17%	15%	19%	18%	23%	28%	16%	17%	13%	24%	18%	5%
7	54	14	10	7	6	15	24	29	9	17	26	14	19	20	13	5	8	6	6	48	14	19	12	6
	13%	10%	12%	15%	15%	19%	11%	17%	6%	13%	25%	7%	16%	29%	16%	8%	18%	16%	8%	15%	9%	16%	14%	26%
6	31	10	8	6	4	4	18	13	8	11	11	11	11	8	6	3	4	1	4	26	11	10	6	3
	8%	7%	10%	12%	9%	4%	8%	7%	5%	8%	10%	6%	9%	11%	7%	6%	9%	3%	6%	8%	7%	8%	7%	13%
5	42	15	11	3	4	9	26	16	22	9	6	26	10	3	9	4	5	2	10	32	17	8	13	3
	11%	11%	13%	6%	9%	11%	12%	9%	15%	7%	6%	13%	9%	5%	12%	7%	12%	6%	14%	10%	11%	7%	16%	12%
4	13	7	3	2	1	-	10	3	7	4	2	8	3	3	1	1	-	1	2	11	2	5	4	2
	3%	5%	4%	5%	2%	-	4%	2%	5%	3%	2%	4%	2%	4%	1%	2%	-	2%	2%	4%	1%	4%	5%	9%
3	8	4	1	-	2	2	5	4	3	6	-	3	4	1	1	-	1	2	2	6	1	2	4	1
	2%	3%	1%	-	4%	2%	2%	2%	2%	4%	-	2%	3%	2%	1%	-	2%	4%	3%	2%	1%	2%	5%	6%
2	9	7	2	-	-	-	9	-	3	2	3	3	2	3	-	2	2	-	2	7	4	1	3	-
	2%	5%	3%	-	-	-	4%	-	2%	1%	3%	2%	2%	4%	-	3%	4%	-	2%	2%	3%	1%	4%	-
1	22	8	6	3	2	4	13	9	14	5	1	19	3	-	5	2	1	1	10	12	14	4	3	-
	6%	5%	7%	7%	4%	5%	6%	5%	10%	4%	1%	9%	3%	-	6%	4%	2%	3%	14%	4%	9%	3%	3%	-
DON'T KNOW/REFUSED	14	6	2	-	3	3	8	6	7	1	3	9	1	3	2	2	-	-	3	9	7	4	3	-
	4%	4%	3%	-	7%	4%	4%	3%	5%	1%	3%	4%	1%	4%	3%	4%	-	-	4%	3%	4%	3%	4%	-
MEAN	7.2	7.1	7.0	7.4	7.4	7.6	7.0	7.5	6.8	7.5	7.5	7.1	7.5	7.2	7.4	7.9	7.3	7.7	6.5	7.4	7.4	7.5	6.7	7.0

Table 14-2
 QUESTION 10:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

The costs of health care coverage

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE-TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
10	111	34	47	81	28	7	40	59	10	81	18	21	51	36	19	57	34	36	27	45	10	97	2	12
--	28%	22%	28%	25%	38%	15%	24%	36%	20%	37%	15%	22%	32%	27%	22%	35%	23%	31%	29%	25%	21%	30%	9%	28%
8-10	206	68	91	158	43	17	80	101	18	138	45	45	90	68	40	95	68	62	52	88	19	178	8	20
----	51%	44%	54%	49%	58%	33%	48%	61%	37%	62%	38%	47%	57%	50%	49%	58%	46%	53%	56%	48%	42%	55%	33%	44%
5-7	127	61	53	114	13	21	65	33	18	55	51	32	44	50	25	43	60	36	28	62	20	91	12	19
---	32%	40%	32%	36%	18%	43%	39%	20%	37%	25%	42%	34%	28%	37%	30%	26%	41%	31%	30%	34%	43%	28%	50%	42%
1-4	53	20	21	41	11	11	17	24	10	21	21	17	19	14	17	20	15	16	12	25	4	45	4	3
---	13%	13%	12%	13%	15%	22%	10%	14%	21%	9%	17%	18%	12%	10%	20%	12%	10%	14%	13%	14%	10%	14%	17%	7%
9	27	6	14	20	6	1	13	13	-	18	8	3	14	10	2	15	10	9	7	11	3	24	1	1
	7%	4%	8%	6%	8%	2%	8%	8%	-	8%	6%	3%	9%	7%	2%	9%	7%	8%	7%	6%	6%	7%	6%	3%
8	68	28	30	58	9	8	28	29	8	40	20	20	25	22	20	23	25	17	18	32	7	57	4	6
	17%	18%	18%	18%	12%	17%	17%	18%	17%	18%	16%	21%	16%	16%	24%	14%	17%	14%	19%	18%	15%	18%	18%	13%
7	54	26	19	45	9	6	28	16	5	30	18	12	22	19	12	23	19	15	16	22	6	33	11	10
	13%	17%	11%	14%	12%	12%	17%	10%	10%	13%	15%	13%	14%	14%	14%	14%	13%	13%	17%	12%	13%	10%	43%	21%
6	31	19	11	30	1	6	16	9	7	14	10	9	8	14	6	9	16	10	5	16	5	22	-	8
	8%	12%	7%	9%	1%	13%	10%	5%	15%	6%	8%	9%	5%	10%	7%	6%	11%	8%	6%	9%	10%	7%	-	17%
5	42	16	23	39	3	9	20	8	6	12	23	11	14	17	7	11	25	11	7	25	9	36	2	2
	11%	11%	14%	12%	5%	18%	12%	5%	12%	5%	19%	12%	9%	12%	8%	6%	17%	10%	7%	14%	20%	11%	7%	4%
4	13	9	3	12	1	3	5	5	4	3	6	4	3	6	4	6	3	5	3	5	-	10	3	-
	3%	6%	2%	4%	2%	6%	3%	3%	8%	1%	5%	4%	2%	4%	5%	4%	2%	4%	3%	3%	-	3%	12%	-
3	8	5	4	8	-	3	3	2	2	3	4	4	3	1	4	1	4	3	-	5	-	7	1	-
	2%	3%	2%	3%	-	7%	2%	1%	4%	1%	3%	4%	2%	1%	5%	-	3%	3%	-	3%	-	2%	6%	-
2	9	1	5	6	2	-	4	4	1	3	4	3	4	2	3	3	3	-	4	5	2	6	-	3
	2%	1%	3%	2%	3%	-	2%	3%	2%	2%	4%	3%	3%	1%	3%	2%	2%	-	4%	3%	4%	2%	-	7%
1	22	5	9	14	8	4	6	11	3	11	7	7	9	6	6	10	5	8	5	9	3	22	-	-
	6%	3%	5%	4%	11%	9%	3%	7%	7%	5%	6%	7%	6%	4%	8%	6%	3%	7%	5%	5%	6%	7%	-	-
DON'T KNOW/REFUSED	14	5	3	8	6	1	5	7	2	8	4	2	5	4	1	6	4	3	1	7	2	9	-	3
	4%	3%	2%	2%	8%	2%	3%	4%	5%	4%	3%	2%	3%	3%	1%	4%	3%	3%	1%	4%	5%	3%	-	7%
MEAN	7.2	7.1	7.2	7.1	7.5	6.2	7.2	7.6	6.4	7.8	6.5	6.8	7.5	7.3	6.8	7.6	7.1	7.3	7.4	7.0	6.9	7.3	6.9	7.5

Table 14-3
 QUESTION 10:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

The costs of health care coverage

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPITL TO INVEST	NO	TOT YES
BASE-TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
10	111 28%	82 26%	29 35%	16 20%	22 26%	44 35%	26 30%	17 17%	34 26%	31 40%	43 33%	31 27%	18 16%	25 30%	29 47%	10 19%	12 30%	5 29%	78 26%	32 32%
8-10	206 51%	160 51%	46 55%	35 42%	43 50%	77 62%	44 50%	36 36%	62 47%	55 72%	69 52%	50 43%	49 45%	50 58%	44 71%	25 48%	18 47%	9 47%	143 49%	59 59%
5-7	127 32%	99 31%	28 33%	28 34%	31 36%	35 28%	27 30%	44 43%	47 35%	14 18%	37 28%	43 36%	49 45%	24 28%	14 22%	13 26%	13 32%	8 41%	100 34%	25 25%
1-4	53 13%	45 14%	8 10%	17 20%	10 11%	10 8%	16 18%	21 21%	18 14%	5 6%	18 14%	20 17%	10 9%	10 12%	4 6%	13 26%	6 15%	1 6%	37 13%	14 14%
9	27 7%	22 7%	5 6%	6 7%	4 4%	11 9%	6 6%	6 6%	8 6%	6 7%	6 5%	4 4%	8 7%	7 8%	7 12%	4 8%	2 5%	2 10%	22 8%	4 4%
8	68 17%	56 18%	12 14%	12 15%	17 20%	22 18%	12 13%	13 13%	20 15%	19 25%	20 15%	15 12%	24 21%	18 21%	8 12%	11 21%	5 12%	1 8%	44 15%	23 23%
7	54 13%	42 13%	12 14%	13 15%	15 17%	13 11%	10 11%	19 19%	19 15%	7 9%	15 12%	17 14%	19 18%	11 13%	7 11%	8 15%	6 15%	2 13%	38 13%	15 15%
6	31 8%	28 9%	3 4%	4 5%	10 12%	9 7%	5 6%	11 11%	12 9%	3 4%	10 7%	12 10%	15 14%	4 5%	4 6%	3 5%	3 9%	3 15%	26 9%	5 5%
5	42 11%	29 9%	13 16%	11 13%	6 7%	13 10%	11 13%	13 13%	15 12%	4 5%	12 9%	14 12%	15 14%	8 10%	3 5%	3 5%	3 9%	2 12%	37 12%	5 5%
4	13 3%	9 3%	5 5%	6 7%	1 1%	4 3%	2 3%	5 5%	4 3%	2 2%	4 3%	5 4%	2 2%	2 3%	1 2%	3 7%	3 9%	- -	8 3%	4 4%
3	8 2%	7 2%	1 2%	2 2%	2 2%	3 2%	1 1%	3 3%	3 3%	1 1%	4 3%	4 3%	1 1%	- -	- -	3 6%	1 2%	1 6%	6 2%	3 3%
2	9 2%	9 3%	- -	3 3%	3 3%	- -	4 4%	5 4%	3 2%	- -	5 3%	2 1%	4 3%	3 4%	- -	3 6%	- -	- -	6 2%	3 3%
1	22 6%	20 6%	2 3%	7 8%	4 5%	3 2%	9 10%	8 8%	8 6%	2 3%	5 4%	10 9%	3 3%	4 5%	3 4%	4 8%	2 4%	- -	18 6%	4 4%
DON'T KNOW/REFUSED	14 4%	12 4%	2 2%	4 4%	2 2%	2 2%	2 2%	1 1%	5 4%	3 4%	7 5%	5 4%	1 1%	2 2%	- -	- -	2 6%	1 6%	13 4%	1 1%
MEAN	7.2	7.1	7.6	6.6	7.3	7.8	6.9	6.4	7.1	8.2	7.3	6.8	7.0	7.5	8.3	6.6	7.3	7.5	7.1	7.5

Table 14-4
 QUESTION 10:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

The costs of health care coverage

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400	197	121	73	64	55	55	39	231	90	47	26	154	163	80	149	54	100	51	100	218	
	100%	49%	30%	18%	16%	14%	14%	10%	58%	23%	12%	7%	39%	41%	20%	37%	23%	43%	22%	43%	54%	
10	111	46	38	20	17	13	11	14	70	17	13	9	57	30	22	33	19	31	13	24	58	
--	28%	23%	31%	28%	27%	23%	21%	35%	30%	19%	28%	35%	37%	18%	28%	22%	34%	31%	25%	24%	27%	
8-10	206	95	69	41	30	27	23	24	128	34	25	13	98	62	43	66	34	60	25	57	106	
----	51%	48%	57%	56%	47%	48%	42%	60%	55%	38%	53%	51%	63%	38%	54%	44%	62%	60%	49%	57%	49%	
5-7	127	64	37	18	26	22	25	11	59	39	18	12	42	67	18	64	15	32	18	32	68	
---	32%	33%	31%	24%	40%	39%	45%	27%	25%	43%	39%	45%	27%	41%	23%	43%	28%	32%	35%	32%	31%	
1-4	53	30	13	12	5	7	7	5	32	16	4	1	10	27	16	18	4	8	5	9	36	
---	13%	15%	11%	16%	8%	12%	13%	13%	14%	18%	8%	3%	7%	17%	20%	12%	8%	10%	9%	9%	16%	
9	27	15	7	7	5	4	6	-	17	5	3	1	12	10	5	9	4	12	3	15	16	
	7%	8%	6%	10%	8%	7%	11%	-	7%	6%	7%	4%	7%	6%	7%	6%	8%	12%	6%	15%	7%	
8	68	34	24	13	8	10	6	10	41	11	9	3	29	22	15	24	11	17	9	18	32	
	17%	17%	20%	18%	12%	19%	10%	26%	18%	13%	19%	13%	19%	14%	19%	16%	20%	17%	18%	18%	15%	
7	54	24	18	6	9	9	11	3	19	23	8	3	23	26	5	34	6	9	7	8	24	
	13%	12%	15%	8%	13%	17%	20%	8%	8%	25%	18%	13%	15%	16%	6%	23%	11%	9%	14%	8%	11%	
6	31	18	10	7	5	5	10	3	13	8	6	5	8	17	6	15	4	8	5	7	18	
	8%	9%	8%	9%	7%	9%	19%	9%	6%	9%	12%	18%	5%	11%	8%	10%	7%	8%	10%	7%	8%	
5	42	22	10	5	13	7	4	4	27	8	4	4	12	24	7	15	5	15	6	17	25	
	11%	11%	8%	7%	20%	13%	7%	10%	12%	9%	8%	15%	7%	14%	9%	10%	10%	15%	12%	17%	12%	
4	13	8	4	3	1	4	1	-	5	7	1	-	3	8	2	8	3	-	1	2	9	
	3%	4%	3%	5%	2%	7%	2%	-	2%	7%	2%	-	2%	5%	3%	5%	5%	-	2%	2%	4%	
3	8	2	2	2	-	2	1	2	5	3	1	-	1	5	2	4	1	5	2	2	5	
	2%	1%	2%	2%	-	3%	3%	5%	2%	3%	1%	-	1%	3%	2%	2%	2%	5%	4%	2%	2%	
2	9	4	3	4	-	1	1	-	4	4	-	1	2	5	3	3	-	-	-	-	9	
	2%	2%	3%	5%	-	3%	1%	-	2%	4%	-	3%	1%	3%	3%	2%	-	-	-	-	4%	
1	22	15	4	3	4	-	4	3	18	3	2	-	4	9	9	3	1	3	2	4	13	
	6%	8%	3%	4%	6%	-	7%	8%	8%	3%	4%	-	3%	6%	11%	2%	2%	3%	4%	4%	6%	
DON'T KNOW/REFUSED	14	8	2	3	3	-	-	-	13	1	-	-	4	7	2	1	1	-	3	3	8	
	4%	4%	2%	4%	5%	-	-	-	6%	1%	-	-	3%	5%	3%	1%	2%	-	6%	3%	4%	
MEAN	7.2	7.0	7.5	7.2	7.2	7.2	7.0	7.4	7.3	6.8	7.5	7.6	8.0	6.6	6.9	7.2	7.8	7.6	7.3	7.4	7.0	

Table 14-5
 QUESTION 10:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

The costs of health care coverage

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS-TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE-TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
10	111 28%	67 29%	59 26%	69 31%	51 26%	51 31%	44 26%	46 30%	49 29%	59 28%	56 29%	52 27%	51 27%	59 28%	31 25%	77 30%	38 33%	40 31%	33 22%
8-10	206 51%	129 55%	115 51%	120 54%	95 48%	95 57%	94 57%	83 55%	85 50%	112 54%	101 52%	99 52%	99 53%	104 50%	64 50%	138 54%	59 51%	71 54%	76 50%
5-7	127 32%	70 30%	74 33%	71 32%	72 36%	50 30%	52 31%	52 35%	63 37%	56 27%	62 32%	58 30%	58 31%	67 33%	49 39%	70 28%	40 35%	33 26%	54 35%
1-4	53 13%	25 11%	29 13%	23 10%	25 13%	18 11%	16 10%	9 6%	16 9%	34 16%	26 14%	25 13%	25 13%	26 13%	12 10%	38 15%	12 11%	22 16%	19 12%
9	27 7%	18 8%	14 6%	17 8%	12 6%	13 8%	16 9%	10 7%	11 6%	14 7%	13 7%	13 7%	13 7%	13 6%	8 6%	19 7%	5 4%	7 5%	15 10%
8	68 17%	44 19%	42 19%	34 15%	32 16%	31 18%	35 21%	27 18%	25 15%	39 19%	31 16%	33 18%	35 19%	32 16%	24 19%	42 17%	16 13%	24 18%	28 18%
7	54 13%	29 12%	26 12%	26 12%	28 14%	19 11%	19 11%	18 12%	29 17%	24 11%	29 15%	23 12%	26 14%	28 13%	24 19%	28 11%	19 17%	13 10%	22 14%
6	31 8%	20 9%	24 11%	23 10%	21 11%	18 11%	17 10%	16 11%	20 12%	8 4%	19 10%	10 5%	17 9%	14 7%	14 11%	16 6%	15 13%	5 4%	11 7%
5	42 11%	22 9%	24 11%	22 10%	23 12%	12 7%	17 10%	18 12%	13 8%	24 12%	14 7%	25 13%	15 8%	26 13%	11 9%	26 10%	6 5%	16 12%	21 14%
4	13 3%	8 4%	11 5%	5 2%	7 3%	5 3%	7 4%	4 3%	2 1%	11 5%	8 4%	5 3%	9 5%	4 2%	4 3%	9 4%	2 2%	5 4%	6 4%
3	8 2%	4 2%	6 3%	5 2%	4 2%	3 2%	3 2%	2 1%	6 3%	2 1%	6 3%	2 1%	2 1%	5 2%	2 1%	7 3%	4 4%	1 1%	3 2%
2	9 2%	3 1%	4 2%	3 1%	6 3%	2 1%	1 -	1 1%	4 2%	3 2%	3 1%	5 2%	5 2%	4 2%	1 1%	6 2%	2 1%	2 2%	5 3%
1	22 6%	9 4%	8 4%	10 4%	9 4%	7 4%	6 4%	3 2%	4 3%	17 8%	9 5%	13 7%	9 5%	13 6%	5 4%	16 6%	4 4%	13 10%	5 3%
DON'T KNOW/REFUSED	14 4%	9 4%	6 3%	8 4%	7 3%	4 3%	4 2%	6 4%	7 4%	5 2%	5 2%	8 4%	5 3%	9 4%	3 2%	8 3%	5 4%	5 4%	4 3%
MEAN	7.2	7.4	7.2	7.5	7.1	7.5	7.5	7.6	7.4	7.1	7.3	7.2	7.3	7.2	7.3	7.3	7.5	7.1	7.1

Table 14-6
 QUESTION 10:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

The costs of health care coverage

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
10 --	87 28%	19 34%	17 33%	15 30%	13 25%	12 23%	12 24%
8-10 ----	176 58%	34 62%	23 47%	37 74%	25 49%	29 58%	28 56%
5-7 ---	97 32%	15 28%	24 48%	8 16%	18 35%	15 31%	16 33%
1-4 ---	26 8%	4 8%	3 5%	5 10%	5 10%	6 11%	3 6%
9	34 11%	4 8%	1 3%	10 20%	3 6%	7 14%	8 16%
8	55 18%	11 20%	5 11%	12 24%	9 18%	10 21%	8 16%
7	31 10%	6 11%	4 8%	5 10%	7 14%	5 10%	4 7%
6	24 8%	4 7%	8 17%	- -	5 10%	2 5%	4 8%
5	42 14%	5 10%	11 23%	3 7%	6 12%	8 16%	8 17%
4	6 2%	3 5%	- -	- -	1 2%	2 4%	- -
3	10 3%	1 2%	- -	5 10%	2 4%	1 1%	2 4%
1	10 3%	1 2%	3 5%	- -	2 4%	3 6%	1 2%
DON'T KNOW/REFUSED	7 2%	1 2%	- -	- -	3 6%	- -	3 6%
MEAN	7.5	7.8	7.2	8.0	7.3	7.3	7.5

Table 15-1
 QUESTION 11:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Costs of employee salaries and benefits

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC-ISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
10	54	18	12	7	6	11	30	24	17	22	11	22	23	8	15	13	8	3	8	45	26	19	7	1
--	13%	13%	14%	14%	15%	13%	13%	14%	12%	18%	11%	11%	20%	11%	19%	24%	17%	8%	11%	14%	16%	16%	9%	3%
8-10	151	44	32	19	23	34	76	75	55	53	34	75	57	19	36	33	18	15	29	121	65	52	23	6
----	38%	31%	37%	39%	52%	41%	34%	43%	39%	42%	34%	37%	48%	28%	46%	58%	40%	39%	39%	37%	40%	44%	28%	25%
5-7	169	62	35	23	14	35	97	72	53	50	52	77	51	37	25	18	20	17	28	139	61	47	42	13
---	42%	44%	41%	48%	32%	43%	43%	42%	37%	40%	51%	38%	43%	53%	32%	32%	45%	45%	39%	43%	38%	39%	50%	54%
1-4	71	29	17	6	7	12	46	25	31	23	12	48	12	11	16	5	7	6	14	56	32	18	15	5
---	18%	21%	19%	12%	16%	15%	20%	14%	22%	18%	12%	24%	10%	15%	20%	9%	15%	16%	20%	17%	20%	15%	17%	21%
9	27	8	4	5	3	8	12	15	8	9	7	12	12	4	5	5	2	2	5	23	7	13	5	2
	7%	6%	5%	11%	6%	9%	5%	9%	6%	7%	7%	6%	10%	6%	7%	9%	5%	6%	7%	7%	4%	11%	6%	10%
8	70	18	16	7	14	15	34	36	31	21	16	40	22	7	16	14	8	10	16	53	32	20	11	3
	18%	13%	18%	15%	32%	18%	15%	21%	21%	17%	16%	20%	19%	10%	20%	25%	18%	26%	22%	17%	20%	16%	13%	13%
7	61	21	10	11	3	16	31	30	15	20	23	26	18	16	12	5	8	6	12	49	24	18	14	3
	15%	15%	12%	22%	7%	20%	14%	17%	11%	16%	23%	13%	15%	23%	15%	9%	17%	16%	17%	15%	15%	15%	17%	12%
6	29	11	5	4	4	5	16	13	6	13	10	13	10	6	2	4	3	3	8	21	8	10	9	2
	7%	8%	6%	7%	9%	7%	7%	7%	4%	10%	10%	6%	8%	9%	3%	8%	7%	9%	10%	7%	5%	8%	11%	6%
5	79	29	20	9	7	13	49	30	32	17	19	37	23	14	11	8	9	7	8	69	29	19	18	8
	20%	21%	23%	19%	16%	16%	22%	17%	22%	13%	18%	18%	19%	21%	14%	15%	21%	20%	12%	21%	18%	16%	21%	35%
4	19	7	5	3	1	3	12	7	5	6	6	9	4	6	5	1	1	1	3	16	8	5	5	1
	5%	5%	5%	6%	2%	4%	5%	4%	4%	4%	6%	4%	3%	9%	7%	2%	3%	3%	5%	5%	5%	4%	6%	4%
3	19	9	6	-	1	4	14	5	8	7	3	12	4	3	4	1	2	2	4	15	7	6	4	1
	5%	6%	6%	-	2%	5%	6%	3%	6%	3%	6%	6%	3%	4%	5%	1%	4%	5%	5%	5%	4%	5%	5%	6%
2	6	2	2	-	2	-	4	2	2	4	-	5	1	-	-	-	1	-	2	4	2	2	2	-
	2%	2%	2%	-	4%	-	2%	1%	2%	3%	-	3%	1%	-	-	-	2%	-	3%	1%	1%	2%	2%	-
1	26	11	5	3	3	5	16	11	15	7	3	22	3	1	7	3	2	3	5	21	15	5	3	3
	7%	8%	5%	6%	7%	6%	7%	6%	11%	5%	3%	11%	2%	2%	8%	6%	5%	8%	7%	7%	10%	4%	4%	11%
DON'T KNOW/REFUSED	9	6	2	-	-	1	8	1	4	-	3	4	-	3	2	1	-	-	1	7	2	3	4	-
	2%	4%	3%	-	-	1%	4%	1%	3%	-	3%	2%	-	4%	3%	2%	-	-	1%	2%	1%	2%	5%	-
MEAN	6.4	6.1	6.3	6.8	6.7	6.7	6.2	6.7	6.1	6.7	6.7	6.0	7.1	6.5	6.7	7.3	6.6	6.4	6.4	6.4	6.4	6.8	6.2	5.6

Table 15-2
 QUESTION 11:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Costs of employee salaries and benefits

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE-TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
10	54	13	24	37	14	1	16	34	2	49	2	8	28	14	9	29	14	19	14	20	3	46	-	8
--	13%	8%	15%	12%	20%	3%	10%	21%	4%	22%	2%	8%	18%	11%	11%	18%	10%	16%	15%	11%	7%	14%	-	17%
8-10	151	45	63	108	40	7	56	84	9	113	28	27	69	53	23	72	54	50	37	62	16	132	4	15
----	38%	30%	37%	34%	54%	15%	34%	51%	18%	51%	23%	28%	44%	39%	28%	44%	36%	43%	40%	34%	36%	41%	16%	34%
5-7	169	72	77	149	19	27	79	54	24	80	60	47	61	60	37	66	67	48	39	78	21	128	15	22
---	42%	47%	46%	46%	25%	54%	47%	33%	49%	36%	50%	49%	38%	44%	44%	40%	45%	41%	43%	43%	46%	39%	59%	49%
1-4	71	32	26	58	13	15	27	24	15	25	30	22	25	22	23	23	24	19	14	37	7	60	6	5
---	18%	21%	15%	18%	17%	31%	16%	15%	30%	11%	24%	23%	16%	16%	28%	14%	16%	16%	15%	20%	16%	19%	25%	10%
9	27	11	7	19	9	-	12	16	1	18	7	6	12	10	3	13	12	10	8	10	2	23	1	3
	7%	7%	4%	6%	12%	-	7%	10%	2%	8%	6%	6%	7%	7%	3%	8%	8%	8%	9%	5%	4%	7%	6%	6%
8	70	22	31	52	17	6	28	34	6	46	18	12	29	29	11	31	28	21	15	33	12	63	3	5
	18%	14%	18%	16%	23%	12%	17%	21%	12%	21%	15%	13%	18%	21%	13%	19%	19%	18%	16%	18%	25%	19%	10%	11%
7	61	22	30	52	9	9	24	25	7	39	12	14	29	18	12	30	19	17	21	22	2	45	8	8
	15%	15%	18%	16%	12%	17%	14%	15%	15%	18%	10%	15%	18%	13%	14%	19%	13%	14%	23%	12%	5%	14%	32%	19%
6	29	17	10	27	2	5	17	7	5	12	10	11	7	11	11	7	11	9	6	14	4	23	3	3
	7%	11%	6%	8%	3%	10%	10%	4%	10%	5%	9%	11%	5%	8%	13%	5%	7%	7%	6%	8%	8%	7%	11%	7%
5	79	32	38	70	7	13	38	23	12	29	38	22	25	31	14	28	37	23	12	42	15	60	4	10
	20%	21%	23%	22%	10%	26%	23%	14%	24%	13%	32%	23%	16%	23%	17%	17%	25%	19%	13%	23%	32%	18%	16%	23%
4	19	9	8	17	2	4	9	6	2	9	7	4	7	8	5	8	6	4	5	9	2	13	3	3
	5%	6%	5%	5%	3%	8%	6%	3%	5%	4%	6%	4%	4%	6%	6%	5%	4%	4%	5%	5%	5%	4%	12%	7%
3	19	8	9	17	2	3	8	6	5	5	9	9	6	4	9	2	8	7	1	12	2	16	3	-
	5%	5%	6%	5%	3%	6%	5%	4%	10%	2%	8%	9%	4%	3%	10%	1%	5%	6%	1%	7%	5%	5%	12%	-
2	6	5	1	6	-	2	1	3	2	1	3	1	1	3	2	1	3	2	1	3	1	6	-	-
	2%	3%	1%	2%	-	4%	-	2%	4%	-	3%	1%	1%	2%	2%	1%	2%	2%	1%	2%	2%	2%	-	-
1	26	10	8	18	8	6	9	9	5	10	10	8	11	7	8	12	7	6	7	13	2	25	-	1
	7%	7%	5%	6%	11%	12%	5%	6%	11%	5%	8%	8%	7%	5%	9%	7%	5%	5%	8%	7%	4%	8%	-	3%
DON'T KNOW/REFUSED	9	4	2	6	3	-	5	3	1	5	3	-	4	2	-	3	3	-	2	5	1	4	-	3
	2%	3%	1%	2%	4%	-	3%	2%	3%	2%	2%	-	2%	2%	-	2%	2%	-	2%	3%	2%	1%	-	7%
MEAN	6.4	6.0	6.5	6.3	6.9	5.1	6.3	7.0	5.2	7.2	5.5	5.9	6.8	6.4	5.8	6.8	6.3	6.7	6.7	6.1	6.1	6.4	5.9	6.8

Table 15-3
 QUESTION 11:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Costs of employee salaries and benefits

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPITL TO INVEST	NO	TOT YES
BASE-TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
10	54 13%	43 13%	11 13%	9 11%	9 11%	23 19%	10 11%	4 4%	21 16%	17 23%	22 17%	8 7%	13 12%	18 21%	5 7%	10 20%	7 19%	4 20%	33 11%	19 19%
8-10	151 38%	114 36%	38 45%	30 36%	30 35%	56 45%	28 32%	17 17%	50 38%	44 57%	55 42%	38 32%	40 37%	41 47%	20 33%	28 54%	13 32%	7 39%	100 34%	48 49%
5-7	169 42%	136 43%	33 40%	34 41%	42 49%	56 45%	30 34%	61 60%	56 43%	19 25%	50 38%	56 47%	45 41%	35 41%	33 54%	16 32%	13 34%	7 39%	129 44%	36 36%
1-4	71 18%	58 18%	12 15%	17 20%	14 16%	11 9%	27 30%	23 23%	21 16%	12 16%	22 17%	24 20%	23 21%	9 10%	8 13%	8 15%	11 29%	3 16%	57 19%	14 14%
9	27 7%	17 5%	10 12%	7 9%	8 9%	9 7%	3 3%	3 3%	9 7%	12 16%	10 7%	5 4%	8 7%	9 10%	4 6%	4 9%	2 5%	2 9%	22 7%	6 6%
8	70 18%	54 17%	17 20%	13 16%	13 15%	24 20%	16 18%	11 11%	21 16%	14 19%	23 18%	25 21%	20 18%	14 16%	12 20%	13 25%	3 9%	2 9%	46 16%	23 23%
7	61 15%	49 16%	12 14%	18 22%	14 17%	19 15%	6 7%	16 16%	28 21%	7 9%	21 16%	18 15%	14 12%	15 17%	11 18%	6 11%	5 13%	4 23%	45 15%	15 15%
6	29 7%	24 8%	4 5%	4 5%	11 13%	7 6%	7 8%	14 14%	7 5%	3 4%	1 1%	8 7%	10 9%	10 11%	9 15%	5 9%	3 8%	1 4%	20 7%	9 9%
5	79 20%	62 20%	17 20%	12 15%	17 20%	29 24%	17 19%	31 30%	21 16%	9 12%	28 21%	30 25%	22 20%	11 13%	13 21%	6 12%	5 14%	2 12%	64 22%	12 13%
4	19 5%	14 5%	5 6%	8 9%	3 3%	3 2%	6 7%	5 5%	7 5%	4 5%	7 6%	4 3%	11 10%	1 2%	1 1%	2 3%	4 11%	1 6%	14 5%	5 5%
3	19 5%	17 5%	2 2%	6 7%	4 4%	4 3%	6 7%	8 8%	6 4%	1 1%	6 5%	7 6%	7 6%	1 1%	3 6%	2 4%	4 11%	1 4%	14 5%	5 5%
2	6 2%	4 1%	2 2%	1 1%	1 1%	2 1%	1 1%	3 3%	2 1%	1 1%	2 2%	2 2%	- -	1 1%	1 2%	1 1%	2 5%	1 6%	5 2%	1 1%
1	26 7%	22 7%	4 4%	2 3%	7 8%	3 2%	13 15%	7 7%	6 5%	7 9%	6 5%	11 10%	5 5%	5 6%	3 4%	3 6%	1 2%	- -	23 8%	3 3%
DON'T KNOW/REFUSED	9 2%	8 3%	1 1%	2 2%	- -	1 1%	3 4%	- -	4 3%	1 1%	5 4%	1 1%	1 1%	1 1%	- -	- -	2 4%	1 6%	8 3%	1 1%
MEAN	6.4	6.3	6.7	6.5	6.4	7.0	5.6	5.5	6.7	7.1	6.7	5.9	6.3	7.1	6.4	7.0	6.2	7.0	6.2	7.0

Table 15-4
 QUESTION 11:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Costs of employee salaries and benefits

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400	197	121	73	64	55	55	39	231	90	47	26	154	163	80	149	54	100	51	100	218	
	100%	49%	30%	18%	16%	14%	14%	10%	58%	23%	12%	7%	39%	41%	20%	37%	23%	43%	22%	43%	54%	
10	54	20	26	9	5	7	7	8	30	11	4	8	35	14	3	21	7	20	6	24	28	
--	13%	10%	22%	13%	7%	13%	14%	20%	13%	12%	9%	29%	23%	8%	4%	14%	13%	20%	12%	24%	13%	
8-10	151	65	63	29	20	19	21	18	78	35	20	15	89	46	15	66	24	39	25	50	72	
----	38%	33%	52%	40%	32%	34%	38%	47%	34%	39%	42%	57%	58%	28%	19%	45%	44%	39%	49%	50%	33%	
5-7	169	90	39	23	34	30	25	13	96	42	25	5	48	77	43	62	26	43	18	38	93	
---	42%	46%	33%	31%	53%	55%	46%	34%	41%	46%	54%	20%	31%	47%	54%	42%	48%	43%	35%	38%	43%	
1-4	71	37	18	17	9	6	8	8	49	14	2	5	16	33	20	19	4	18	8	12	45	
---	18%	19%	15%	24%	14%	11%	16%	19%	21%	15%	3%	20%	11%	21%	25%	13%	8%	18%	16%	12%	21%	
9	27	12	9	7	3	4	5	3	14	7	4	2	17	6	4	12	5	4	4	6	11	
	7%	6%	7%	9%	5%	8%	9%	9%	6%	7%	9%	9%	11%	4%	6%	8%	10%	4%	8%	6%	5%	
8	70	33	28	13	13	8	8	7	34	17	11	5	37	26	7	33	12	15	15	20	33	
	18%	17%	23%	18%	20%	14%	16%	18%	15%	19%	24%	18%	24%	16%	9%	22%	21%	15%	29%	20%	15%	
7	61	30	16	8	10	9	15	4	29	23	8	-	18	28	15	28	12	12	5	12	31	
	15%	15%	13%	10%	16%	15%	27%	11%	13%	26%	17%	-	11%	17%	19%	19%	23%	12%	10%	12%	14%	
6	29	13	6	8	7	8	2	4	14	8	6	1	7	13	9	11	6	2	3	5	15	
	7%	7%	5%	10%	10%	15%	4%	11%	6%	8%	13%	3%	4%	8%	11%	7%	11%	2%	6%	5%	7%	
5	79	47	17	8	17	14	8	5	53	11	11	4	23	36	19	23	7	30	10	22	47	
	20%	24%	14%	10%	27%	25%	15%	12%	23%	12%	24%	17%	15%	22%	24%	15%	13%	30%	20%	22%	21%	
4	19	9	7	5	2	2	4	2	10	8	-	2	4	13	3	9	1	7	1	2	12	
	5%	5%	6%	7%	4%	3%	8%	5%	4%	9%	-	6%	2%	8%	4%	6%	2%	7%	2%	2%	5%	
3	19	11	5	4	3	3	2	2	14	4	2	-	9	8	2	6	1	7	2	6	14	
	5%	6%	4%	5%	5%	5%	4%	5%	6%	4%	3%	-	6%	5%	2%	4%	2%	7%	4%	6%	6%	
2	6	3	2	1	1	2	-	2	4	1	-	1	-	4	2	1	-	-	2	2	4	
	2%	2%	2%	2%	2%	3%	-	5%	2%	1%	-	4%	-	2%	3%	1%	-	-	4%	2%	2%	
1	26	14	4	7	3	-	2	1	21	1	-	3	4	9	13	4	3	4	3	2	15	
	7%	7%	4%	9%	4%	-	3%	4%	9%	1%	-	10%	3%	5%	17%	2%	5%	4%	6%	2%	7%	
DON'T KNOW/REFUSED	9	4	1	4	1	-	-	-	8	-	-	1	1	7	1	1	-	-	-	1	8	
	2%	2%	1%	5%	2%	-	-	-	4%	-	-	4%	1%	4%	2%	1%	-	-	-	1%	4%	
MEAN	6.4	6.2	7.1	6.3	6.3	6.6	6.8	6.8	6.1	6.8	6.9	6.9	7.3	6.1	5.4	6.9	7.0	6.5	6.6	7.0	6.2	

Table 15-5
 QUESTION 11:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Costs of employee salaries and benefits

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
	BASE-TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%
10	54 13%	30 13%	32 14%	28 13%	25 12%	23 14%	24 14%	22 15%	29 17%	22 11%	30 16%	20 11%	27 14%	27 13%	16 12%	35 14%	23 20%	14 11%	17 11%
8-10	151 38%	95 41%	85 38%	80 36%	70 35%	70 42%	70 42%	60 40%	61 36%	84 41%	73 38%	72 38%	72 39%	78 38%	46 36%	102 40%	42 37%	52 39%	57 37%
5-7	169 42%	97 41%	93 41%	95 43%	92 46%	69 42%	62 37%	66 44%	79 46%	78 38%	82 42%	78 41%	81 43%	85 41%	58 46%	99 39%	55 48%	52 39%	62 41%
1-4	71 18%	39 17%	42 19%	42 19%	35 17%	24 14%	31 19%	22 15%	27 16%	41 20%	36 18%	35 18%	30 16%	39 19%	21 16%	50 20%	17 14%	25 19%	29 19%
9	27 7%	20 8%	13 6%	18 8%	14 7%	14 8%	16 10%	12 8%	13 7%	14 7%	16 8%	11 6%	14 7%	14 7%	9 7%	18 7%	8 7%	6 4%	13 9%
8	70 18%	45 19%	40 18%	34 15%	31 16%	33 20%	30 18%	26 17%	20 12%	48 23%	27 14%	41 22%	32 17%	38 18%	21 16%	48 19%	11 9%	32 24%	27 18%
7	61 15%	36 15%	31 14%	35 16%	32 16%	22 13%	17 10%	17 12%	30 18%	31 15%	37 19%	24 13%	30 16%	31 15%	20 15%	38 15%	23 20%	17 13%	22 14%
6	29 7%	20 9%	15 7%	18 8%	17 9%	14 9%	16 10%	14 9%	19 11%	10 5%	15 8%	13 7%	15 8%	14 7%	11 9%	17 7%	12 10%	7 5%	10 7%
5	79 20%	40 17%	48 21%	42 19%	42 21%	33 20%	29 17%	35 23%	30 18%	37 18%	30 15%	41 21%	36 19%	40 19%	28 22%	44 17%	21 18%	28 22%	30 20%
4	19 5%	10 4%	8 4%	15 7%	8 4%	4 2%	8 5%	6 4%	7 4%	12 6%	11 6%	8 4%	9 5%	10 5%	9 7%	10 4%	4 4%	5 4%	9 6%
3	19 5%	12 5%	15 7%	11 5%	12 6%	9 5%	10 6%	7 5%	7 4%	11 5%	11 6%	8 4%	8 4%	10 5%	4 3%	15 6%	6 5%	7 6%	6 4%
2	6 2%	4 2%	5 2%	4 2%	5 3%	3 2%	3 2%	1 1%	5 3%	1 1%	4 2%	2 1%	3 2%	3 1%	3 3%	3 1%	3 3%	- -	3 2%
1	26 7%	14 6%	14 6%	12 5%	9 5%	8 5%	10 6%	8 5%	8 5%	17 8%	9 5%	17 9%	9 5%	16 8%	4 3%	22 9%	3 3%	12 9%	11 7%
DON'T KNOW/REFUSED	9 2%	3 1%	4 2%	4 2%	3 1%	4 3%	4 2%	3 2%	3 2%	4 2%	3 1%	5 3%	4 2%	5 2%	3 2%	3 1%	2 1%	3 3%	4 3%
MEAN	6.4	6.5	6.4	6.4	6.4	6.6	6.5	6.5	6.6	6.4	6.6	6.3	6.6	6.4	6.5	6.4	6.8	6.3	6.3

Table 15-6

QUESTION 11:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Costs of employee salaries and benefits

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
10	57 19%	7 13%	15 31%	5 10%	6 12%	13 26%	11 22%
8-10	138 45%	24 44%	21 42%	18 37%	25 49%	28 56%	22 43%
5-7	125 41%	26 48%	18 36%	25 50%	18 35%	14 28%	24 48%
1-4	42 14%	4 8%	11 22%	7 13%	8 16%	8 16%	4 7%
9	20 6%	5 10%	3 5%	2 3%	4 8%	4 9%	2 4%
8	61 20%	12 21%	3 5%	12 24%	15 29%	10 21%	9 18%
7	41 13%	12 23%	7 14%	5 10%	5 10%	4 9%	7 14%
6	16 5%	6 11%	- -	2 3%	3 6%	1 1%	4 8%
5	69 22%	7 13%	11 22%	18 37%	10 20%	9 18%	13 25%
4	11 3%	1 2%	7 14%	- -	1 2%	- -	2 4%
3	16 5%	1 2%	- -	7 13%	2 4%	6 12%	- -
2	4 1%	- -	- -	- -	2 4%	- -	2 4%
1	12 4%	3 5%	4 8%	- -	3 6%	2 4%	- -
DON'T KNOW/REFUSED	1 -	- -	- -	- -	- -	- -	1 1%
MEAN	6.8	7.0	6.7	6.3	6.6	7.1	7.0

Table 16-1
 QUESTION 12:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Attracting qualified workers

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC-ISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
10	77	23	14	12	13	16	37	40	31	25	17	39	26	12	19	16	12	6	18	58	38	19	14	5
--	19%	17%	16%	24%	29%	20%	16%	23%	22%	20%	17%	19%	22%	18%	24%	28%	27%	17%	25%	18%	24%	16%	17%	21%
8-10	163	50	32	25	20	36	82	81	63	53	42	81	54	28	32	29	23	12	32	130	67	54	29	10
----	41%	36%	37%	52%	47%	43%	36%	47%	44%	42%	42%	40%	45%	40%	40%	51%	52%	32%	45%	40%	42%	45%	34%	41%
5-7	144	48	37	13	14	31	85	58	37	40	52	59	49	32	32	19	12	18	21	122	47	48	34	11
---	36%	35%	43%	28%	32%	38%	38%	34%	26%	32%	52%	29%	41%	45%	40%	34%	28%	49%	30%	38%	29%	40%	40%	47%
1-4	87	38	16	10	9	14	54	33	40	33	5	59	17	9	15	8	8	7	19	65	43	16	20	3
---	22%	27%	19%	20%	20%	18%	24%	19%	28%	26%	5%	29%	14%	12%	18%	14%	18%	20%	26%	20%	27%	14%	24%	12%
9	27	11	4	4	2	6	15	12	11	6	9	15	6	6	4	1	3	-	6	21	10	12	3	2
	7%	8%	4%	8%	4%	8%	7%	7%	7%	5%	8%	7%	5%	8%	6%	2%	6%	-	9%	6%	6%	10%	4%	8%
8	59	16	15	10	6	13	31	29	21	22	17	27	22	10	8	12	8	6	8	51	19	23	11	3
	15%	11%	17%	20%	14%	16%	13%	17%	15%	17%	16%	13%	18%	14%	10%	21%	18%	15%	11%	16%	12%	19%	13%	11%
7	39	10	14	1	6	8	24	15	7	12	19	15	14	10	10	8	5	5	7	32	13	16	5	3
	10%	7%	16%	3%	13%	10%	11%	9%	5%	10%	19%	7%	11%	15%	13%	13%	10%	14%	10%	10%	8%	13%	6%	12%
6	29	13	6	2	3	6	19	10	5	9	10	10	12	6	8	3	2	2	4	25	8	9	10	2
	7%	10%	7%	3%	6%	7%	8%	6%	4%	7%	10%	5%	10%	9%	10%	6%	4%	6%	6%	8%	5%	8%	12%	9%
5	75	25	18	10	6	17	42	33	25	19	23	35	24	15	14	8	6	11	10	64	26	22	19	6
	19%	18%	20%	21%	13%	21%	19%	19%	17%	15%	23%	17%	20%	21%	18%	15%	13%	29%	14%	20%	16%	19%	22%	26%
4	9	5	1	1	1	1	6	3	3	3	1	9	1	-	-	-	2	2	3	5	3	-	3	-
	2%	4%	1%	3%	2%	1%	3%	2%	2%	3%	1%	4%	1%	-	-	-	5%	5%	5%	2%	2%	-	4%	-
3	28	10	7	2	4	5	17	11	11	11	1	18	7	2	7	4	-	1	5	22	13	6	7	2
	7%	7%	8%	5%	9%	6%	7%	7%	8%	9%	1%	9%	6%	2%	8%	7%	-	3%	7%	7%	8%	5%	8%	7%
2	21	6	3	5	3	3	10	11	9	8	4	11	5	5	4	-	3	2	4	17	12	3	5	1
	5%	5%	4%	10%	7%	4%	4%	7%	6%	6%	4%	5%	4%	8%	5%	-	7%	4%	5%	5%	7%	3%	6%	5%
1	29	16	5	1	1	5	22	7	16	10	-	21	4	2	4	4	3	3	7	20	16	7	6	-
	7%	12%	6%	2%	2%	6%	9%	4%	11%	8%	-	10%	4%	2%	5%	7%	7%	8%	9%	6%	10%	6%	7%	-
DON'T KNOW/REFUSED	6	3	1	-	-	1	5	1	5	-	1	5	-	1	1	1	1	-	-	6	3	1	1	-
	2%	2%	2%	-	-	1%	2%	1%	3%	-	1%	2%	-	2%	1%	2%	2%	-	-	2%	2%	1%	2%	-
MEAN	6.4	6.0	6.4	6.7	6.9	6.5	6.1	6.7	6.2	6.3	7.0	6.1	6.8	6.7	6.6	7.0	6.9	6.1	6.5	6.4	6.2	6.7	6.0	6.8

Table 16-2
 QUESTION 12:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Attracting qualified workers

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE-TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
10	77	29	35	64	13	4	36	35	2	60	15	11	36	29	10	38	29	30	19	26	8	65	3	9
--	19%	19%	21%	20%	18%	9%	21%	21%	5%	27%	13%	11%	22%	21%	12%	23%	20%	25%	21%	14%	17%	20%	12%	21%
8-10	163	59	74	133	28	14	74	70	14	107	43	32	66	62	28	70	63	62	36	64	18	135	12	16
----	41%	39%	44%	41%	38%	29%	44%	42%	28%	48%	36%	33%	42%	46%	34%	43%	43%	53%	38%	35%	39%	42%	48%	36%
5-7	144	58	63	120	23	11	66	59	15	74	48	38	52	51	31	53	57	35	35	72	19	109	9	23
---	36%	38%	37%	37%	31%	23%	40%	36%	31%	33%	40%	39%	33%	38%	38%	32%	39%	30%	37%	40%	42%	34%	36%	50%
1-4	87	34	30	64	21	24	24	36	18	38	29	26	38	21	24	38	25	21	20	44	8	76	4	5
---	22%	22%	18%	20%	29%	48%	14%	22%	37%	17%	24%	27%	24%	15%	29%	23%	17%	18%	22%	24%	17%	23%	16%	10%
9	27	12	10	22	4	3	14	9	6	14	7	6	9	11	3	11	12	12	3	11	2	21	2	4
	7%	8%	6%	7%	5%	6%	8%	5%	11%	7%	6%	7%	6%	8%	4%	6%	8%	11%	4%	6%	4%	6%	7%	9%
8	59	18	30	47	11	7	24	26	6	32	21	15	22	22	15	22	22	19	13	27	8	49	7	3
	15%	11%	18%	15%	15%	14%	15%	16%	12%	14%	17%	15%	14%	16%	18%	14%	15%	17%	14%	15%	17%	15%	30%	6%
7	39	18	18	36	3	5	17	18	3	23	14	7	20	12	10	17	12	9	11	18	3	29	5	6
	10%	11%	11%	11%	5%	9%	10%	11%	5%	10%	12%	7%	13%	9%	12%	11%	8%	8%	12%	10%	6%	9%	18%	13%
6	29	10	16	26	3	3	12	10	4	10	13	11	4	12	6	6	15	3	7	20	7	21	1	5
	7%	6%	10%	8%	5%	6%	7%	6%	8%	4%	11%	11%	3%	9%	8%	4%	11%	2%	7%	11%	15%	7%	6%	11%
5	75	30	28	59	16	3	37	30	9	42	21	20	28	27	15	30	30	22	17	34	10	58	3	12
	19%	20%	17%	18%	22%	7%	22%	18%	18%	19%	17%	20%	18%	20%	18%	18%	20%	19%	18%	19%	22%	18%	12%	26%
4	9	8	2	9	-	2	2	5	3	2	4	2	4	2	2	4	2	3	4	2	1	9	-	-
	2%	5%	1%	3%	-	5%	1%	3%	6%	1%	4%	3%	2%	2%	3%	2%	2%	2%	5%	1%	2%	3%	-	-
3	28	13	9	21	6	8	8	11	8	12	8	9	11	7	7	11	11	6	5	15	4	25	-	2
	7%	8%	5%	7%	8%	16%	5%	7%	15%	5%	7%	10%	7%	5%	8%	7%	7%	5%	6%	8%	8%	8%	-	4%
2	21	8	8	16	4	8	5	8	3	10	7	6	10	4	7	12	2	4	5	12	-	16	2	3
	5%	5%	5%	5%	5%	17%	3%	5%	6%	4%	6%	6%	6%	3%	8%	7%	1%	3%	5%	6%	-	5%	9%	7%
1	29	5	11	17	12	5	9	11	5	15	9	9	13	7	8	11	10	8	6	15	3	25	2	-
	7%	4%	7%	5%	16%	10%	6%	7%	10%	7%	7%	9%	8%	5%	9%	7%	7%	7%	6%	8%	6%	8%	7%	-
DON'T KNOW/REFUSED	6	3	1	4	1	-	3	1	1	3	1	-	2	2	-	2	2	-	2	2	1	5	-	1
	2%	2%	1%	1%	2%	-	2%	1%	3%	2%	1%	-	1%	2%	-	1%	2%	-	2%	1%	2%	1%	-	3%
MEAN	6.4	6.4	6.6	6.5	5.8	5.1	6.7	6.4	5.3	6.8	6.1	5.8	6.4	6.7	5.8	6.4	6.6	6.9	6.4	6.0	6.4	6.3	6.6	6.7

Table 16-3
 QUESTION 12:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Attracting qualified workers

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPITL TO INVEST	NO	TOT YES
BASE-TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
10	77 19%	56 18%	21 25%	15 18%	15 18%	25 20%	20 22%	10 10%	27 21%	22 29%	25 19%	14 12%	33 30%	20 23%	10 17%	13 24%	7 18%	3 16%	50 17%	27 27%
8-10	163 41%	119 38%	44 53%	38 46%	33 39%	57 46%	31 35%	28 27%	58 44%	40 53%	51 39%	42 36%	60 55%	39 45%	21 35%	26 50%	14 36%	7 39%	106 36%	55 56%
5-7	144 36%	121 38%	23 27%	34 41%	34 39%	41 33%	26 30%	39 38%	55 42%	21 27%	46 35%	44 37%	35 32%	29 34%	21 35%	20 38%	14 37%	7 39%	115 39%	26 26%
1-4	87 22%	71 23%	16 19%	11 13%	19 22%	25 20%	27 31%	35 35%	17 13%	15 19%	32 24%	31 26%	15 13%	17 20%	17 29%	6 11%	11 27%	3 16%	69 24%	16 16%
9	27 7%	19 6%	8 9%	9 11%	4 5%	9 7%	3 4%	2 2%	11 8%	8 10%	9 7%	7 6%	11 10%	6 7%	2 3%	4 8%	2 5%	1 6%	19 6%	8 8%
8	59 15%	44 14%	15 18%	14 17%	14 16%	23 19%	8 9%	16 15%	20 15%	10 14%	16 12%	21 18%	15 14%	13 15%	9 15%	9 18%	5 13%	3 17%	37 12%	20 21%
7	39 10%	34 11%	5 6%	7 8%	10 12%	14 11%	6 7%	11 11%	15 11%	4 6%	7 5%	6 5%	17 16%	14 16%	5 8%	2 3%	5 14%	2 12%	32 11%	7 7%
6	29 7%	25 8%	4 5%	9 11%	8 9%	5 4%	3 4%	9 8%	11 9%	2 3%	10 7%	6 5%	5 4%	4 5%	5 9%	8 15%	2 4%	1 8%	23 8%	5 5%
5	75 19%	61 19%	14 17%	18 22%	16 19%	22 17%	17 19%	19 19%	29 22%	14 19%	29 22%	31 27%	13 12%	11 13%	11 18%	10 20%	7 19%	4 19%	61 21%	13 13%
4	9 2%	7 2%	2 3%	4 5%	- -	1 1%	3 4%	4 4%	2 2%	1 1%	5 4%	2 2%	2 2%	1 1%	- -	1 2%	2 5%	- -	8 3%	1 1%
3	28 7%	26 8%	2 3%	2 2%	8 9%	10 8%	7 8%	12 12%	5 3%	5 7%	9 7%	11 9%	6 6%	4 4%	7 12%	2 3%	2 5%	- -	21 7%	6 6%
2	21 5%	18 6%	3 4%	1 1%	6 7%	9 7%	4 5%	9 9%	3 2%	4 5%	7 5%	5 4%	4 3%	7 8%	4 7%	2 3%	5 13%	1 6%	15 5%	5 5%
1	29 7%	20 6%	8 10%	3 4%	5 6%	6 4%	13 14%	10 10%	8 6%	4 5%	11 8%	14 12%	3 2%	6 7%	6 10%	2 4%	2 4%	2 10%	25 8%	4 4%
DON'T KNOW/REFUSED	6 2%	5 2%	1 1%	- -	- -	1 1%	3 4%	- -	1 1%	1 1%	3 3%	1 1%	- -	1 1%	1 2%	- -	- -	1 6%	4 1%	2 2%
MEAN	6.4	6.2	6.8	6.8	6.3	6.6	5.8	5.4	6.8	6.9	6.2	5.7	7.4	6.7	5.9	7.0	6.1	6.3	6.1	7.1

Table 16-4
 QUESTION 12:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Attracting qualified workers

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF		COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400	197	121	73	64	55	55	39	231	90	47	26	154	163	80	149	54	100	51	100	218	
100%	49%	30%	18%	16%	14%	14%	10%	58%	23%	12%	7%	39%	41%	20%	37%	23%	43%	22%	43%	54%		
10	77	26	46	14	11	10	10	10	29	16	17	12	56	14	6	42	11	18	13	15	35	
---	19%	13%	38%	19%	17%	19%	18%	26%	13%	18%	36%	46%	36%	9%	7%	29%	20%	18%	25%	15%	16%	
8-10	163	68	77	33	20	32	20	18	70	42	30	17	100	52	10	86	30	43	22	49	77	
----	41%	35%	63%	44%	30%	58%	37%	47%	30%	46%	63%	65%	65%	32%	13%	58%	56%	43%	43%	49%	35%	
5-7	144	70	30	25	30	16	27	14	86	38	14	6	41	77	26	51	16	34	18	32	82	
---	36%	36%	25%	34%	46%	29%	49%	36%	37%	42%	30%	21%	27%	47%	32%	34%	30%	34%	35%	32%	38%	
1-4	87	55	14	15	14	7	7	7	69	10	3	4	13	31	41	11	8	24	11	16	54	
---	22%	28%	12%	20%	22%	13%	14%	18%	30%	11%	7%	14%	8%	19%	52%	8%	15%	24%	22%	16%	25%	
9	27	14	8	5	2	7	5	2	13	10	4	-	16	10	1	14	5	8	3	7	14	
	7%	7%	7%	7%	3%	13%	9%	6%	6%	11%	9%	-	10%	6%	1%	9%	10%	8%	6%	7%	6%	
8	59	27	23	14	7	15	6	6	28	16	9	5	28	28	4	30	14	17	6	26	28	
	15%	14%	19%	19%	11%	27%	10%	15%	12%	17%	19%	19%	18%	17%	5%	20%	26%	17%	12%	26%	13%	
7	39	22	14	2	6	7	4	6	16	14	7	2	18	20	1	23	4	16	6	11	23	
	10%	11%	11%	3%	9%	12%	8%	15%	7%	16%	15%	7%	12%	12%	1%	16%	7%	16%	12%	11%	10%	
6	29	13	5	9	5	2	6	2	16	8	4	2	8	18	4	12	2	3	2	2	19	
	7%	7%	4%	12%	8%	3%	11%	6%	7%	9%	9%	6%	5%	11%	5%	8%	3%	3%	4%	2%	9%	
5	75	34	12	13	19	7	17	6	54	16	2	2	15	39	21	16	11	15	10	19	41	
	19%	17%	10%	18%	29%	13%	31%	15%	23%	18%	5%	9%	9%	24%	26%	11%	20%	15%	20%	19%	19%	
4	9	6	2	2	3	2	-	1	8	1	-	1	-	4	5	-	2	4	1	2	6	
	2%	3%	2%	3%	5%	4%	-	3%	3%	1%	-	4%	-	3%	6%	-	3%	4%	2%	2%	3%	
3	28	16	5	5	4	2	5	1	19	6	-	2	6	10	11	6	-	9	5	6	17	
	7%	8%	4%	7%	6%	4%	9%	3%	8%	7%	-	9%	4%	6%	14%	4%	-	9%	10%	6%	8%	
2	21	14	5	2	3	1	1	3	17	1	3	-	5	5	10	3	4	3	3	4	10	
	5%	7%	4%	3%	5%	1%	1%	9%	8%	1%	5%	-	3%	3%	13%	2%	7%	3%	6%	4%	5%	
1	29	19	2	5	4	2	2	1	25	2	1	-	3	11	15	3	3	7	2	5	21	
	7%	9%	2%	7%	6%	3%	3%	3%	11%	2%	2%	-	2%	7%	19%	2%	5%	7%	4%	5%	9%	
DON'T KNOW/REFUSED	6	3	-	1	1	-	-	-	6	-	-	-	-	3	3	-	-	-	-	2	5	
	2%	2%	-	2%	2%	-	-	-	3%	-	-	-	-	2%	3%	-	-	-	-	2%	2%	
MEAN	6.4	5.9	7.7	6.4	6.0	7.2	6.5	6.9	5.6	7.0	7.9	7.8	7.8	6.0	4.1	7.6	6.9	6.5	6.6	6.7	6.1	

Table 16-5
 QUESTION 12:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Attracting qualified workers

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
	BASE-TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%
10	77 19%	40 17%	44 19%	40 18%	36 18%	29 17%	34 20%	25 17%	34 20%	41 20%	37 19%	38 20%	38 20%	40 19%	27 21%	49 19%	25 21%	27 20%	26 17%
8-10	163 41%	94 40%	96 43%	87 39%	80 40%	68 41%	71 43%	60 40%	66 39%	91 44%	75 39%	83 44%	81 43%	82 40%	56 44%	105 41%	44 38%	59 45%	60 39%
5-7	144 36%	83 36%	79 35%	85 38%	75 38%	63 38%	62 37%	59 39%	65 38%	69 33%	75 39%	60 32%	65 35%	75 36%	53 41%	80 31%	49 42%	42 32%	52 34%
1-4	87 22%	55 24%	49 22%	49 22%	43 22%	34 20%	33 20%	30 20%	38 23%	44 21%	42 22%	44 23%	39 21%	47 23%	18 14%	66 26%	23 20%	27 21%	37 24%
9	27 7%	15 7%	15 7%	13 6%	11 6%	13 8%	13 8%	9 6%	9 5%	16 8%	12 6%	12 6%	13 7%	14 7%	9 7%	17 7%	6 5%	9 7%	12 8%
8	59 15%	38 16%	37 17%	34 15%	33 16%	27 16%	24 15%	26 17%	23 13%	34 16%	26 14%	33 17%	30 16%	28 14%	19 15%	38 15%	13 11%	24 18%	23 15%
7	39 10%	27 12%	25 11%	25 11%	19 10%	25 15%	20 12%	24 16%	21 12%	17 8%	26 14%	12 6%	23 12%	16 8%	20 16%	18 7%	16 14%	7 5%	16 11%
6	29 7%	18 8%	19 8%	22 10%	17 9%	13 8%	15 9%	11 7%	12 7%	14 7%	12 6%	15 8%	8 4%	18 9%	7 5%	20 8%	7 6%	10 8%	13 8%
5	75 19%	38 16%	35 15%	38 17%	39 19%	25 15%	27 16%	24 16%	32 19%	37 18%	37 19%	32 17%	33 18%	41 20%	26 20%	42 16%	26 23%	25 19%	23 15%
4	9 2%	6 3%	7 3%	8 4%	6 3%	6 4%	5 3%	5 3%	5 3%	4 2%	3 2%	6 3%	4 2%	5 2%	3 3%	6 2%	1 1%	2 2%	7 4%
3	28 7%	18 8%	16 7%	18 8%	12 6%	12 7%	10 6%	10 7%	14 8%	14 7%	17 9%	10 5%	8 4%	20 10%	3 2%	25 10%	11 9%	7 6%	10 7%
2	21 5%	13 6%	10 5%	9 4%	15 8%	6 4%	7 4%	7 5%	9 5%	10 5%	11 6%	10 5%	14 7%	7 4%	8 6%	13 5%	6 5%	7 6%	8 5%
1	29 7%	18 8%	15 7%	15 7%	9 5%	9 6%	11 6%	8 5%	11 6%	16 8%	11 6%	17 9%	13 7%	14 7%	4 3%	21 8%	6 5%	11 8%	12 8%
DON'T KNOW/REFUSED	6 2%	1 -	1 -	1 1%	1 1%	3 2%	1 1%	1 1%	1 1%	3 2%	1 1%	3 2%	3 1%	3 2%	1 1%	3 1%	-	2 2%	4 2%
MEAN	6.4	6.3	6.5	6.3	6.3	6.5	6.6	6.5	6.3	6.4	6.4	6.3	6.5	6.3	6.8	6.2	6.4	6.4	6.3

Table 16-6
 QUESTION 12:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Attracting qualified workers

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
10 --	57 19%	11 20%	10 19%	8 17%	13 25%	7 14%	8 17%
8-10 ----	144 47%	30 56%	19 39%	23 47%	22 43%	24 48%	25 49%
5-7 ---	100 33%	16 30%	15 30%	18 37%	18 35%	19 37%	14 28%
1-4 ---	59 19%	8 15%	15 31%	8 17%	11 22%	7 15%	9 18%
9	24 8%	5 10%	1 3%	7 13%	3 6%	3 6%	4 8%
8	63 21%	14 26%	8 17%	8 17%	6 12%	14 28%	12 24%
7	36 12%	4 7%	6 11%	10 20%	6 12%	2 5%	8 17%
6	9 3%	2 3%	1 3%	2 3%	2 4%	1 1%	2 4%
5	55 18%	11 20%	8 16%	7 13%	10 20%	16 31%	4 7%
4	9 3%	2 3%	4 9%	- -	1 2%	- -	2 4%
3	20 7%	- -	3 5%	7 13%	5 10%	4 9%	1 2%
2	14 4%	4 7%	3 5%	- -	3 6%	2 4%	2 5%
1	17 5%	3 5%	6 11%	2 3%	2 4%	1 2%	4 7%
DON'T KNOW/REFUSED	2 1%	- -	- -	- -	- -	- -	2 5%
MEAN	6.6	6.9	6.0	6.9	6.6	6.5	6.8

Table 17-1
 QUESTION 13:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Retaining qualified workers

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC-ISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
10	53	14	11	9	6	11	26	27	17	19	12	28	17	8	10	9	9	4	9	42	26	13	10	1
--	13%	10%	13%	19%	15%	14%	11%	16%	12%	15%	12%	14%	14%	11%	13%	15%	19%	10%	13%	13%	16%	11%	12%	3%
8-10	137	44	31	20	14	28	75	62	48	43	37	63	50	23	24	27	17	12	22	113	51	46	26	9
----	34%	31%	36%	41%	33%	34%	33%	36%	33%	34%	36%	31%	42%	34%	31%	48%	38%	31%	30%	35%	32%	38%	31%	36%
5-7	134	42	25	17	17	34	67	67	39	40	45	64	38	31	26	18	14	15	25	109	53	38	28	10
---	34%	30%	29%	35%	39%	41%	30%	39%	27%	32%	45%	32%	31%	44%	32%	32%	31%	41%	34%	34%	33%	32%	34%	43%
1-4	123	51	29	12	12	19	80	43	52	43	18	72	32	14	28	10	13	11	26	94	52	34	28	5
---	31%	37%	33%	24%	28%	23%	35%	25%	36%	34%	18%	35%	27%	20%	35%	18%	28%	29%	35%	29%	33%	29%	34%	21%
9	23	6	7	3	4	3	13	10	10	3	8	11	7	4	4	7	4	1	4	19	6	10	3	4
	6%	4%	8%	6%	9%	4%	6%	6%	7%	2%	8%	6%	6%	6%	5%	12%	10%	2%	5%	6%	4%	8%	3%	16%
8	61	23	13	7	4	13	36	25	21	21	16	24	26	11	11	12	4	7	9	52	19	23	13	4
	15%	17%	15%	15%	10%	16%	16%	14%	15%	17%	16%	12%	22%	16%	13%	21%	9%	19%	13%	16%	12%	19%	16%	18%
7	30	8	7	1	3	10	16	14	4	11	13	11	11	7	7	5	3	2	4	26	10	9	7	1
	8%	6%	9%	3%	8%	12%	7%	8%	3%	9%	13%	6%	9%	11%	9%	9%	7%	5%	5%	8%	6%	8%	9%	6%
6	25	11	2	2	3	7	13	12	6	9	8	11	7	7	1	3	5	2	4	20	7	10	5	1
	6%	8%	2%	5%	6%	8%	6%	7%	4%	7%	8%	5%	5%	10%	2%	6%	12%	6%	6%	6%	5%	8%	6%	5%
5	80	23	16	13	11	17	39	41	29	20	24	42	20	16	17	10	6	11	17	63	36	20	16	8
	20%	16%	18%	27%	25%	21%	17%	24%	20%	16%	24%	21%	17%	23%	22%	17%	12%	30%	23%	20%	22%	16%	19%	32%
4	26	8	6	4	1	7	14	11	8	8	6	10	8	5	6	1	2	1	2	22	12	8	4	1
	6%	6%	7%	8%	2%	8%	6%	7%	6%	6%	6%	5%	7%	7%	7%	1%	6%	2%	3%	7%	8%	7%	4%	6%
3	32	16	6	2	5	4	21	11	11	12	6	16	10	6	7	3	3	4	4	28	9	11	9	1
	8%	11%	7%	5%	12%	4%	9%	6%	8%	9%	6%	8%	8%	9%	9%	5%	7%	9%	5%	9%	6%	10%	11%	3%
2	18	5	4	3	4	2	9	8	8	8	2	13	5	-	4	2	2	2	7	10	6	5	4	1
	4%	3%	5%	5%	9%	2%	4%	5%	5%	6%	2%	6%	4%	-	5%	3%	5%	5%	10%	3%	4%	5%	5%	5%
1	48	22	13	3	2	7	36	12	24	15	4	34	9	3	11	5	5	4	12	33	24	9	11	2
	12%	16%	15%	7%	5%	8%	16%	7%	17%	12%	4%	17%	8%	5%	14%	9%	11%	12%	17%	10%	15%	8%	13%	7%
DON'T KNOW/REFUSED	6	3	1	-	-	1	5	1	5	-	1	5	-	1	1	1	1	-	-	6	3	1	1	-
	2%	2%	2%	-	-	1%	2%	1%	3%	-	1%	2%	-	2%	1%	2%	2%	-	-	2%	2%	1%	2%	-
MEAN	5.7	5.4	5.7	6.2	5.8	6.1	5.5	6.1	5.4	5.7	6.4	5.4	6.2	6.2	5.4	6.6	6.1	5.5	5.3	5.9	5.6	6.0	5.5	5.9

Table 17-2
 QUESTION 13:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Retaining qualified workers

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	3/3	UNDER 50	51- 100	101+
BASE-TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
10	53	22	20	41	11	3	19	30	4	41	7	9	26	16	5	24	21	21	14	16	5	45	2	6
--	13%	14%	12%	13%	15%	5%	11%	18%	9%	19%	6%	9%	16%	11%	6%	15%	14%	18%	15%	9%	12%	14%	7%	14%
8-10	137	51	58	109	25	9	53	68	10	92	34	21	58	52	20	56	56	50	31	52	16	113	8	15
----	34%	33%	35%	34%	34%	17%	32%	41%	20%	41%	28%	22%	36%	38%	25%	34%	38%	42%	34%	29%	36%	35%	34%	34%
5-7	134	57	56	112	21	18	61	53	16	73	41	44	48	43	28	53	52	36	29	68	17	102	10	20
---	34%	37%	33%	35%	28%	36%	37%	32%	32%	33%	34%	46%	30%	31%	34%	32%	35%	31%	31%	37%	38%	31%	41%	45%
1-4	123	43	52	96	27	23	50	43	22	54	44	31	51	39	35	52	36	31	30	60	11	104	6	8
---	31%	28%	31%	30%	37%	47%	30%	26%	45%	24%	37%	32%	32%	29%	42%	32%	25%	27%	32%	33%	24%	32%	25%	18%
9	23	9	9	19	4	3	9	9	3	14	6	3	8	11	5	10	8	9	4	10	2	18	3	1
	6%	6%	6%	6%	5%	6%	5%	5%	6%	6%	5%	3%	5%	8%	6%	6%	5%	7%	4%	6%	4%	6%	12%	3%
8	61	20	29	49	10	3	25	29	3	37	21	10	24	26	10	22	28	20	14	26	9	50	4	8
	15%	13%	17%	15%	13%	6%	15%	18%	5%	17%	17%	10%	15%	19%	12%	13%	19%	17%	15%	14%	19%	15%	14%	17%
7	30	12	15	27	3	3	16	11	5	17	6	9	12	9	6	11	12	9	4	15	3	23	3	4
	8%	8%	9%	8%	5%	7%	10%	6%	10%	7%	5%	9%	7%	7%	7%	7%	8%	8%	5%	8%	6%	7%	12%	10%
6	25	14	8	22	3	4	12	9	3	13	7	11	3	11	8	7	10	5	4	16	5	17	4	3
	6%	9%	5%	7%	4%	9%	7%	5%	7%	6%	6%	11%	2%	8%	9%	4%	7%	5%	4%	9%	12%	5%	17%	7%
5	80	31	33	64	15	10	33	33	7	44	27	25	33	22	14	35	30	22	21	37	10	62	3	13
	20%	20%	20%	20%	20%	21%	20%	20%	15%	20%	23%	26%	21%	16%	17%	22%	20%	19%	22%	20%	21%	19%	12%	29%
4	26	8	14	22	3	3	10	10	2	10	13	5	12	7	8	11	7	5	5	16	2	18	3	2
	6%	5%	8%	7%	4%	6%	6%	6%	4%	5%	11%	6%	8%	5%	9%	6%	5%	4%	5%	9%	5%	6%	12%	4%
3	32	13	14	28	5	4	18	10	7	14	10	9	11	13	9	9	14	6	10	14	4	26	1	5
	8%	9%	9%	9%	6%	8%	11%	6%	14%	6%	9%	9%	7%	10%	10%	6%	10%	6%	11%	8%	8%	8%	6%	11%
2	18	9	5	13	4	5	5	8	4	8	6	5	8	4	6	9	3	4	4	9	1	18	-	-
	4%	6%	3%	4%	5%	10%	3%	5%	7%	4%	5%	5%	5%	3%	7%	6%	2%	3%	5%	5%	2%	5%	-	-
1	48	13	19	33	15	12	16	16	10	21	16	12	21	15	13	23	12	16	11	21	4	43	2	2
	12%	9%	12%	10%	21%	24%	10%	9%	20%	10%	13%	13%	13%	11%	15%	14%	8%	14%	12%	11%	9%	13%	7%	4%
DON'T KNOW/REFUSED	6	3	1	4	1	-	3	1	1	3	1	-	2	2	-	2	2	-	2	2	1	5	-	1
	2%	2%	1%	1%	2%	-	2%	1%	3%	2%	1%	-	1%	2%	-	1%	2%	-	2%	1%	2%	1%	-	3%
MEAN	5.7	5.8	5.8	5.8	5.3	4.5	5.7	6.1	4.8	6.2	5.2	5.3	5.8	5.9	5.0	5.7	6.1	6.1	5.6	5.5	6.0	5.7	6.2	6.2

Table 17-3
 QUESTION 13:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Retaining qualified workers

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPITL TO INVEST	NO	TOT YES
BASE-TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
10	53 13%	40 13%	13 15%	13 16%	12 13%	13 10%	11 13%	6 6%	17 13%	18 24%	17 13%	7 6%	22 20%	11 12%	10 16%	6 11%	5 12%	3 14%	36 12%	16 16%
8-10	137 34%	103 33%	34 40%	32 39%	26 30%	51 41%	24 27%	17 17%	52 40%	38 50%	46 35%	37 32%	50 45%	28 32%	19 32%	17 33%	10 25%	6 31%	92 31%	41 41%
5-7	134 34%	108 34%	26 31%	27 32%	37 42%	38 31%	27 30%	37 36%	42 32%	25 33%	47 35%	34 29%	36 33%	33 38%	19 32%	23 45%	11 27%	7 36%	97 33%	36 36%
1-4	123 31%	100 32%	23 28%	24 29%	24 28%	34 28%	34 39%	49 48%	36 28%	12 16%	36 27%	46 39%	24 22%	24 28%	21 35%	11 22%	19 48%	5 26%	101 34%	20 20%
9	23 6%	14 4%	9 11%	4 5%	5 6%	12 10%	2 2%	2 2%	9 6%	7 9%	10 7%	9 8%	9 8%	5 6%	3 5%	3 6%	1 2%	2 12%	14 5%	8 8%
8	61 15%	49 16%	12 14%	16 19%	9 10%	25 20%	11 12%	9 9%	27 21%	13 17%	19 14%	21 18%	19 17%	12 14%	7 11%	8 16%	4 11%	1 5%	43 15%	17 17%
7	30 8%	25 8%	5 6%	4 5%	6 8%	13 11%	4 5%	10 10%	8 6%	2 3%	8 6%	6 5%	10 9%	11 12%	6 11%	5 10%	2 5%	- -	23 8%	7 7%
6	25 6%	19 6%	5 6%	6 8%	9 10%	3 3%	4 4%	7 7%	9 7%	4 5%	5 4%	7 6%	7 6%	5 6%	4 7%	2 4%	1 3%	1 7%	15 5%	9 9%
5	80 20%	64 20%	16 19%	16 20%	21 25%	22 17%	19 21%	19 19%	25 19%	19 25%	34 26%	21 17%	20 18%	18 21%	9 15%	16 31%	8 20%	5 29%	58 20%	19 20%
4	26 6%	17 5%	8 10%	7 9%	4 4%	6 5%	7 8%	11 11%	10 7%	1 1%	6 4%	7 6%	9 9%	3 4%	3 4%	5 9%	4 11%	2 10%	23 8%	1 1%
3	32 8%	30 10%	2 2%	5 6%	9 10%	11 9%	7 8%	11 10%	12 9%	5 7%	8 6%	12 10%	5 4%	8 9%	6 11%	4 7%	6 16%	- -	24 8%	7 7%
2	18 4%	16 5%	1 2%	3 3%	4 4%	6 5%	4 5%	8 8%	4 3%	2 3%	5 4%	6 5%	5 4%	4 4%	4 6%	1 1%	2 6%	1 6%	15 5%	2 2%
1	48 12%	36 11%	12 14%	10 11%	8 9%	12 9%	16 18%	19 18%	10 8%	4 5%	17 13%	21 18%	5 5%	10 11%	8 14%	2 4%	6 15%	2 10%	38 13%	10 10%
DON'T KNOW/REFUSED	6 2%	5 2%	1 1%	- -	- -	1 1%	3 4%	- -	1 1%	1 1%	3 3%	1 1%	- -	1 1%	1 2%	- -	- -	1 6%	4 1%	2 2%
MEAN	5.7	5.6	6.1	6.0	5.7	6.0	5.1	4.6	6.0	6.8	5.8	5.2	6.6	5.8	5.6	6.1	4.9	5.8	5.5	6.3

Table 17-4
 QUESTION 13:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Retaining qualified workers

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF		COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400	197	121	73	64	55	55	39	231	90	47	26	154	163	80	149	54	100	51	100	218	
	100%	49%	30%	18%	16%	14%	14%	10%	58%	23%	12%	7%	39%	41%	20%	37%	23%	43%	22%	43%	54%	
10	53	18	29	11	7	8	11	9	22	12	8	8	37	10	5	25	9	20	6	13	24	
--	13%	9%	24%	14%	10%	15%	20%	22%	9%	13%	18%	29%	24%	6%	7%	17%	16%	20%	12%	13%	11%	
8-10	137	58	69	29	20	26	21	13	63	31	25	14	84	41	11	67	21	39	15	45	71	
----	34%	29%	57%	39%	31%	48%	38%	33%	27%	34%	52%	55%	54%	25%	13%	45%	39%	39%	29%	45%	33%	
5-7	134	64	29	22	22	18	22	16	76	41	12	6	47	60	27	53	19	43	20	26	64	
---	34%	33%	24%	30%	35%	32%	41%	40%	33%	45%	26%	21%	31%	37%	34%	36%	36%	43%	39%	26%	30%	
1-4	123	71	23	22	21	11	11	10	87	19	10	6	24	58	39	29	13	18	16	28	78	
---	31%	36%	19%	30%	33%	20%	21%	26%	38%	21%	21%	24%	15%	36%	49%	20%	25%	18%	31%	28%	36%	
9	23	13	12	5	2	7	2	3	7	8	7	2	15	8	-	16	2	4	4	10	12	
	6%	7%	10%	7%	3%	13%	3%	8%	3%	8%	15%	7%	10%	5%	-	11%	3%	4%	8%	10%	6%	
8	61	27	28	13	11	11	8	1	34	11	10	5	31	23	5	25	11	14	5	21	35	
	15%	14%	23%	18%	18%	19%	15%	3%	15%	12%	20%	19%	20%	14%	6%	17%	20%	14%	10%	21%	16%	
7	30	16	11	3	1	5	4	3	13	12	4	1	14	14	2	17	2	14	5	7	16	
	8%	8%	9%	4%	1%	9%	7%	7%	6%	14%	8%	4%	9%	9%	3%	11%	3%	14%	10%	7%	7%	
6	25	12	4	6	5	3	3	3	13	10	2	-	7	14	3	10	5	1	3	7	12	
	6%	6%	3%	8%	8%	5%	5%	8%	6%	11%	4%	-	5%	9%	4%	7%	10%	1%	6%	7%	5%	
5	80	36	14	13	16	10	16	10	50	19	7	5	26	32	22	26	12	28	12	12	37	
	20%	18%	12%	18%	25%	19%	29%	25%	21%	21%	15%	17%	17%	20%	28%	18%	23%	28%	24%	12%	17%	
4	26	12	6	4	4	2	6	4	14	5	5	2	6	14	6	10	3	4	1	8	14	
	6%	6%	5%	5%	6%	4%	11%	11%	6%	5%	10%	9%	4%	9%	7%	7%	5%	4%	2%	8%	6%	
3	32	21	8	8	6	3	3	1	21	7	3	1	7	18	6	10	4	-	6	6	21	
	8%	11%	7%	11%	9%	5%	5%	2%	9%	8%	7%	3%	5%	11%	7%	6%	8%	-	12%	6%	10%	
2	18	9	3	2	1	2	1	2	12	3	2	-	2	7	8	5	3	9	5	8	8	
	4%	4%	2%	3%	2%	4%	1%	5%	5%	4%	4%	-	2%	4%	10%	3%	5%	9%	10%	8%	4%	
1	48	29	6	8	10	4	2	3	39	4	-	3	8	19	20	5	4	4	4	6	34	
	12%	15%	5%	11%	16%	7%	3%	9%	17%	4%	-	12%	5%	12%	25%	3%	7%	4%	8%	6%	15%	
DON'T KNOW/REFUSED	6	3	-	1	1	-	-	-	6	-	-	-	-	3	3	-	-	-	-	1	5	
	2%	2%	-	2%	2%	-	-	-	3%	-	-	-	-	2%	3%	-	-	-	-	1%	2%	
MEAN	5.7	5.4	7.0	5.9	5.3	6.6	6.4	6.1	5.1	6.3	6.9	6.7	7.0	5.3	4.1	6.7	6.1	6.4	5.6	6.3	5.5	

Table 17-5
 QUESTION 13:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Retaining qualified workers

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS-TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
	BASE-TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%
10 --	53 13%	27 12%	34 15%	27 12%	24 12%	19 12%	22 13%	19 13%	25 15%	26 13%	26 13%	25 13%	23 12%	29 14%	16 13%	35 14%	19 17%	18 14%	15 10%
8-10 ----	137 34%	81 35%	85 38%	76 34%	71 36%	62 37%	58 35%	56 37%	56 33%	74 36%	64 33%	67 35%	66 35%	70 34%	47 37%	88 35%	36 31%	46 35%	55 36%
5-7 ---	134 34%	74 32%	67 30%	68 31%	65 33%	53 32%	55 33%	46 31%	58 34%	70 34%	70 36%	59 31%	65 35%	69 33%	50 39%	75 29%	44 38%	43 33%	47 31%
1-4 ---	123 31%	77 33%	71 32%	76 34%	62 31%	49 29%	53 32%	47 31%	55 32%	60 29%	59 30%	61 32%	54 29%	64 31%	29 23%	88 34%	35 31%	40 31%	47 31%
9	23 6%	14 6%	12 5%	12 5%	11 6%	13 7%	8 5%	10 7%	9 5%	11 6%	12 6%	9 5%	14 7%	9 4%	8 6%	15 6%	5 5%	4 3%	13 9%
8	61 15%	40 17%	39 17%	37 17%	36 18%	31 18%	28 17%	27 18%	21 13%	36 17%	26 14%	33 17%	29 15%	32 15%	23 18%	38 15%	12 10%	23 18%	27 17%
7	30 8%	22 10%	17 7%	18 8%	15 8%	18 11%	17 10%	15 10%	14 8%	16 8%	17 9%	12 6%	14 7%	16 8%	14 11%	15 6%	11 9%	9 7%	11 7%
6	25 6%	14 6%	11 5%	11 5%	13 6%	10 6%	11 7%	10 6%	11 6%	14 7%	13 7%	11 6%	14 8%	10 5%	8 6%	16 6%	9 8%	9 7%	6 4%
5	80 20%	38 16%	39 17%	39 17%	37 19%	26 16%	27 16%	22 14%	34 20%	40 19%	40 21%	36 19%	37 20%	42 21%	28 22%	44 17%	25 21%	25 19%	30 20%
4	26 6%	15 7%	15 7%	15 7%	17 9%	10 6%	13 8%	10 7%	14 8%	9 5%	12 6%	11 6%	9 5%	13 6%	7 6%	17 7%	8 7%	6 5%	11 7%
3	32 8%	20 9%	19 8%	22 10%	15 7%	11 7%	13 8%	10 7%	16 9%	14 7%	17 9%	15 8%	15 8%	17 8%	6 5%	25 10%	11 9%	10 7%	12 8%
2	18 4%	15 6%	10 4%	12 6%	10 5%	10 6%	5 3%	10 6%	8 4%	10 5%	10 5%	8 4%	8 4%	10 5%	2 2%	15 6%	6 5%	6 5%	6 4%
1	48 12%	27 11%	27 12%	27 12%	20 10%	18 10%	21 13%	17 11%	18 11%	27 13%	21 11%	27 14%	22 12%	25 12%	14 11%	31 12%	11 9%	19 14%	18 12%
DON'T KNOW/REFUSED	6 2%	1 -	1 -	1 1%	1 1%	3 2%	1 1%	1 1%	1 1%	3 2%	1 1%	3 2%	3 1%	3 2%	1 1%	3 1%	-	2 2%	4 2%
MEAN	5.7	5.7	5.8	5.6	5.8	5.9	5.8	5.9	5.7	5.8	5.8	5.7	5.8	5.7	6.1	5.6	5.8	5.7	5.7

Table 17-6

QUESTION 13:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Retaining qualified workers

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
10 --	48 16%	9 16%	7 14%	13 27%	6 12%	6 12%	7 14%
8-10 ----	120 39%	21 39%	22 45%	17 33%	15 29%	19 38%	26 52%
5-7 ---	109 36%	19 36%	18 36%	25 50%	20 39%	19 37%	8 16%
1-4 ---	75 25%	13 25%	10 20%	8 17%	16 31%	12 25%	16 31%
9	20 7%	2 3%	3 5%	2 3%	4 8%	2 5%	8 16%
8	51 17%	11 20%	13 25%	2 3%	5 10%	10 21%	11 22%
7	27 9%	2 3%	6 11%	8 17%	5 10%	4 9%	2 5%
6	17 6%	5 10%	1 3%	-	3 6%	7 14%	1 1%
5	64 21%	12 23%	11 22%	17 33%	12 24%	7 15%	5 10%
4	16 5%	3 5%	3 5%	2 3%	1 2%	1 1%	7 14%
3	17 5%	4 8%	-	-	6 12%	4 9%	2 4%
2	25 8%	3 5%	4 9%	5 10%	5 10%	6 12%	2 4%
1	18 6%	4 7%	3 5%	2 3%	4 8%	1 2%	5 10%
DON'T KNOW/REFUSED	1 -	-	-	-	-	-	1 1%
MEAN	6.2	6.1	6.4	6.4	5.6	6.1	6.4

Table 18-1
 QUESTION 16:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Developing future leaders

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC-ISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE-TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	227 57%	173 43%	144 36%	126 32%	102 25%	204 51%	120 30%	70 17%	80 20%	57 14%	45 11%	38 9%	73 18%	322 81%	160 40%	119 30%	84 21%	24 6%
10	49 12%	16 11%	11 13%	9 19%	3 8%	9 11%	28 12%	22 12%	20 14%	14 11%	13 13%	24 12%	14 12%	10 15%	12 16%	9 16%	6 14%	2 5%	8 11%	40 12%	24 15%	15 13%	7 9%	2 10%
8-10	113 28%	35 25%	24 28%	15 31%	15 35%	24 29%	59 26%	54 31%	50 35%	27 21%	30 29%	59 29%	30 25%	24 35%	23 29%	20 35%	14 31%	10 27%	20 28%	92 28%	47 30%	30 25%	28 33%	4 17%
5-7	158 39%	53 38%	39 45%	23 49%	13 29%	30 36%	92 41%	66 38%	46 32%	55 44%	42 41%	73 36%	58 49%	21 31%	28 35%	26 47%	15 33%	19 50%	29 40%	128 40%	59 37%	54 46%	29 34%	11 47%
1-4	122 31%	49 35%	22 26%	10 20%	15 36%	26 31%	71 31%	51 29%	43 30%	45 35%	28 28%	67 33%	31 26%	23 33%	28 35%	9 16%	15 33%	9 24%	22 31%	98 30%	49 31%	35 29%	26 31%	9 36%
9	15 4%	4 3%	1 1%	2 5%	3 7%	5 6%	5 2%	10 6%	7 5%	2 2%	4 4%	7 4%	4 3%	4 5%	2 3%	5 9%	1 2%	1 2%	4 5%	11 3%	6 4%	4 3%	5 6%	-
8	49 12%	16 11%	11 13%	4 8%	9 20%	9 11%	27 12%	22 13%	23 16%	10 8%	12 12%	28 14%	11 9%	10 14%	9 11%	6 10%	7 16%	7 20%	8 12%	41 13%	18 11%	11 9%	16 19%	2 7%
7	44 11%	19 14%	7 9%	7 15%	3 8%	6 8%	27 12%	17 10%	7 5%	12 10%	21 21%	15 7%	17 14%	13 18%	9 11%	6 11%	4 9%	3 9%	6 8%	38 12%	12 8%	20 17%	6 7%	1 6%
6	27 7%	10 7%	6 7%	2 4%	2 5%	6 8%	16 7%	11 6%	9 7%	9 7%	8 8%	13 6%	11 9%	3 5%	4 5%	4 8%	3 8%	1 3%	6 8%	21 6%	6 4%	14 12%	5 6%	2 6%
5	87 22%	24 17%	26 29%	14 30%	7 16%	17 20%	49 22%	38 22%	30 21%	33 26%	13 13%	46 22%	31 26%	6 8%	15 18%	16 28%	7 16%	14 37%	17 23%	69 21%	41 25%	20 17%	18 21%	8 34%
4	24 6%	5 3%	5 5%	1 3%	5 11%	8 10%	9 4%	14 8%	6 4%	10 8%	7 7%	13 6%	6 5%	4 6%	6 8%	1 1%	2 4%	1 2%	2 3%	21 7%	7 5%	7 6%	5 6%	3 13%
3	31 8%	13 9%	6 7%	3 6%	2 4%	8 9%	19 8%	12 7%	8 6%	13 10%	9 9%	13 6%	12 10%	6 9%	8 10%	4 7%	6 13%	3 8%	6 9%	25 8%	9 6%	13 11%	7 9%	2 8%
2	25 6%	11 8%	6 7%	2 4%	5 12%	1 1%	17 8%	8 4%	8 6%	6 5%	10 9%	12 6%	7 6%	6 9%	8 10%	2 3%	6 13%	3 9%	5 7%	20 6%	8 5%	8 7%	6 8%	2 6%
1	43 11%	20 14%	6 7%	4 7%	4 9%	9 11%	26 12%	16 10%	20 14%	16 13%	3 3%	29 14%	6 5%	6 8%	6 7%	3 5%	2 5%	2 6%	9 12%	32 10%	25 15%	7 6%	7 8%	2 9%
DON'T KNOW/REFUSED	7 2%	2 2%	1 2%	-	-	3 4%	4 2%	3 2%	5 3%	-	1 1%	5 2%	1 1%	1 2%	1 1%	1 2%	1 2%	-	1 2%	6 2%	5 3%	-	1 2%	-
MEAN	5.6	5.3	5.7	6.1	5.6	5.6	5.5	5.8	5.7	5.2	6.0	5.4	5.8	6.0	5.6	6.3	5.7	5.5	5.5	5.6	5.5	5.8	5.6	5.1

Table 18-2
 QUESTION 16:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Developing future leaders

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE-TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
10	49	17	22	39	10	2	20	23	4	37	8	8	27	14	9	27	11	19	12	18	4	39	5	6
--	12%	11%	13%	12%	13%	3%	12%	14%	7%	17%	7%	8%	17%	10%	11%	17%	8%	16%	13%	10%	9%	12%	19%	13%
8-10	113	46	49	95	18	6	46	56	8	74	30	22	48	40	23	53	34	36	30	45	10	89	7	17
----	28%	30%	29%	29%	24%	12%	27%	34%	17%	33%	25%	22%	30%	29%	28%	33%	23%	31%	33%	25%	22%	27%	28%	38%
5-7	158	58	70	128	29	22	67	61	22	85	49	36	58	62	28	58	70	52	29	75	22	132	11	11
---	39%	38%	42%	40%	39%	44%	40%	37%	44%	38%	40%	38%	36%	45%	34%	35%	47%	44%	32%	41%	48%	41%	43%	24%
1-4	122	48	48	96	24	21	52	44	18	60	41	38	50	32	31	49	42	29	32	60	13	98	7	15
---	31%	31%	29%	30%	33%	43%	31%	27%	36%	27%	34%	40%	32%	24%	38%	30%	28%	25%	34%	33%	28%	30%	29%	35%
9	15	8	5	14	1	2	7	5	1	10	4	3	5	7	1	8	6	7	4	4	1	11	1	3
	4%	6%	3%	4%	2%	4%	4%	3%	2%	5%	3%	3%	3%	5%	1%	5%	4%	6%	4%	2%	2%	3%	5%	6%
8	49	20	21	42	7	2	19	28	4	26	18	11	16	20	13	18	16	11	15	23	5	39	1	9
	12%	13%	13%	13%	9%	5%	11%	17%	8%	12%	15%	11%	10%	15%	16%	11%	11%	9%	16%	13%	11%	12%	5%	20%
7	44	23	16	39	5	5	23	15	6	23	13	11	12	19	12	15	15	14	10	19	4	32	6	6
	11%	15%	10%	12%	7%	10%	14%	9%	12%	10%	11%	12%	7%	14%	15%	9%	10%	12%	11%	11%	8%	10%	26%	14%
6	27	9	12	21	5	4	13	9	5	17	5	9	8	10	3	10	14	9	1	16	4	24	-	3
	7%	6%	7%	7%	6%	7%	8%	6%	10%	8%	4%	9%	5%	7%	4%	6%	9%	8%	1%	9%	10%	7%	-	7%
5	87	26	42	68	19	13	31	37	11	44	30	17	37	33	13	33	41	29	18	39	14	77	4	1
	22%	17%	25%	21%	26%	27%	19%	22%	23%	20%	25%	17%	24%	24%	16%	20%	28%	24%	19%	21%	31%	24%	17%	3%
4	24	6	12	19	5	1	11	10	3	14	7	4	14	6	4	15	4	5	7	11	3	19	1	3
	6%	4%	7%	6%	7%	3%	7%	6%	7%	6%	6%	4%	9%	5%	5%	9%	3%	4%	8%	6%	6%	6%	6%	7%
3	31	11	15	27	5	6	15	10	5	14	10	12	11	7	10	11	10	7	5	18	4	25	5	2
	8%	7%	9%	8%	6%	12%	9%	6%	10%	6%	9%	13%	7%	5%	12%	7%	7%	6%	6%	10%	9%	8%	19%	4%
2	25	11	8	19	4	5	11	9	2	12	11	6	10	7	6	7	12	7	10	8	3	19	-	6
	6%	7%	5%	6%	5%	10%	6%	5%	4%	6%	9%	7%	6%	5%	7%	4%	8%	6%	10%	5%	6%	6%	-	14%
1	43	19	12	32	11	10	15	16	8	19	13	16	15	12	11	16	16	10	10	22	3	35	1	5
	11%	12%	7%	10%	15%	19%	9%	10%	16%	9%	11%	16%	9%	9%	13%	10%	11%	8%	10%	12%	7%	11%	5%	10%
DON'T KNOW/REFUSED	7	1	1	3	3	-	2	3	1	4	1	-	3	2	-	3	2	-	1	3	1	5	-	1
	2%	1%	1%	1%	4%	-	1%	2%	3%	2%	1%	-	2%	2%	-	2%	2%	-	1%	2%	2%	2%	-	3%
MEAN	5.6	5.6	5.7	5.7	5.3	4.4	5.7	5.9	5.0	6.0	5.2	5.0	5.7	5.8	5.4	5.9	5.3	6.0	5.6	5.4	5.4	5.6	6.2	5.9

Table 18-3
 QUESTION 16:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Developing future leaders

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPITL TO INVEST	NO	TOT YES
BASE-TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
10	49 12%	38 12%	12 14%	5 6%	10 11%	16 13%	17 19%	8 8%	15 11%	14 18%	18 14%	12 10%	15 14%	11 13%	8 13%	5 10%	3 8%	4 22%	38 13%	11 11%
8-10	113 28%	79 25%	34 40%	21 25%	21 25%	43 35%	25 29%	19 18%	39 30%	29 37%	45 34%	28 24%	35 32%	22 26%	14 22%	15 29%	9 23%	6 31%	78 27%	34 34%
5-7	158 39%	130 41%	28 33%	34 41%	34 40%	49 39%	32 37%	46 45%	44 33%	30 39%	40 30%	48 41%	46 42%	36 42%	30 49%	21 40%	13 34%	2 13%	116 39%	41 42%
1-4	122 31%	101 32%	21 25%	27 33%	31 36%	30 24%	28 32%	37 36%	47 36%	15 20%	43 32%	40 34%	27 25%	27 32%	16 26%	16 31%	17 43%	9 49%	96 33%	22 22%
9	15 4%	11 3%	4 5%	4 5%	1 1%	6 5%	4 4%	2 2%	6 5%	6 8%	8 6%	4 3%	6 6%	1 1%	2 3%	3 6%	- -	1 4%	5 2%	10 10%
8	49 12%	31 10%	18 22%	12 14%	11 13%	21 17%	5 6%	9 9%	18 14%	9 11%	18 14%	12 11%	14 12%	10 7%	4 12%	6 15%	6 15%	1 5%	34 12%	13 14%
7	44 11%	41 13%	3 4%	12 14%	8 9%	15 12%	8 9%	13 13%	14 11%	7 9%	10 8%	9 8%	19 17%	10 12%	8 13%	4 7%	4 11%	1 8%	32 11%	12 12%
6	27 7%	23 7%	4 5%	5 6%	8 9%	9 7%	3 3%	9 9%	7 5%	3 3%	8 6%	10 9%	5 5%	8 9%	4 7%	7 13%	4 10%	- -	17 6%	9 9%
5	87 22%	67 21%	20 24%	17 20%	19 22%	25 20%	22 25%	24 24%	23 17%	20 26%	22 16%	29 24%	22 20%	18 21%	18 29%	10 20%	5 13%	1 5%	66 23%	21 21%
4	24 6%	20 6%	4 4%	8 10%	4 4%	6 4%	4 4%	5 5%	12 9%	2 2%	12 9%	7 6%	6 5%	6 7%	2 3%	1 3%	4 10%	4 20%	22 8%	2 2%
3	31 8%	24 7%	8 9%	6 8%	12 13%	7 5%	6 7%	9 9%	15 12%	2 2%	11 9%	9 7%	8 7%	9 11%	5 8%	5 9%	6 14%	2 8%	23 8%	8 8%
2	25 6%	23 7%	2 2%	3 4%	9 10%	6 5%	6 6%	10 10%	10 8%	1 1%	7 5%	5 4%	6 6%	7 9%	3 5%	4 8%	4 9%	3 15%	18 6%	6 7%
1	43 11%	35 11%	8 9%	10 12%	7 8%	12 10%	13 15%	14 13%	10 8%	11 14%	12 9%	20 17%	7 7%	4 5%	6 9%	6 12%	3 9%	1 6%	32 11%	6 6%
DON'T KNOW/REFUSED	7 2%	6 2%	1 1%	1 1%	- -	2 1%	2 3%	- -	1 1%	3 4%	5 3%	2 2%	1 1%	- -	1 2%	- -	- -	1 6%	5 2%	2 2%
MEAN	5.6	5.5	6.0	5.4	5.3	6.0	5.5	5.0	5.6	6.2	5.8	5.2	6.1	5.6	5.6	5.5	5.1	5.5	5.5	6.1

Table 18-4
 QUESTION 16:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Developing future leaders

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE		
BASE=TOTAL SAMPLE	400	197	121	73	64	55	55	39	231	90	47	26	154	163	80	149	54	100	51	100	218		
	100%	49%	30%	18%	16%	14%	14%	10%	58%	23%	12%	7%	39%	41%	20%	37%	23%	43%	22%	43%	54%		
10	49	19	20	6	5	11	7	10	22	11	8	6	31	9	9	23	5	15	3	8	28		
---	12%	10%	16%	8%	8%	20%	13%	24%	10%	12%	17%	24%	20%	6%	11%	16%	10%	15%	6%	8%	13%		
8-10	113	50	43	23	15	25	14	17	56	27	15	11	62	37	13	51	17	26	18	21	58		
----	28%	25%	36%	32%	23%	44%	25%	43%	24%	30%	32%	43%	40%	23%	16%	34%	31%	26%	35%	21%	26%		
5-7	158	75	51	26	30	21	24	8	86	41	24	5	68	63	27	66	21	40	15	44	90		
---	39%	38%	42%	36%	47%	38%	45%	20%	37%	45%	50%	20%	44%	39%	34%	45%	39%	40%	29%	44%	41%		
1-4	122	70	25	22	19	10	17	14	82	22	8	10	22	61	37	31	16	34	18	33	67		
---	31%	36%	21%	31%	29%	18%	30%	37%	36%	24%	18%	38%	14%	37%	47%	21%	30%	34%	35%	33%	31%		
9	15	4	7	3	1	5	3	2	7	6	2	1	10	3	2	7	4	3	4	4	5		
	4%	2%	6%	4%	2%	9%	6%	5%	3%	6%	4%	3%	6%	2%	2%	5%	7%	3%	8%	4%	2%		
8	49	27	17	15	8	9	3	6	27	11	5	4	22	24	2	20	8	8	11	9	25		
	12%	14%	14%	20%	13%	16%	6%	14%	12%	12%	10%	16%	14%	15%	3%	14%	15%	8%	22%	9%	12%		
7	44	20	14	7	9	10	7	3	19	14	10	1	27	13	5	24	4	19	4	13	27		
	11%	10%	12%	9%	13%	17%	13%	9%	8%	15%	21%	3%	17%	8%	6%	16%	7%	19%	8%	13%	12%		
6	27	14	6	4	6	3	7	1	17	4	6	-	9	14	3	10	3	3	3	13	16		
	7%	7%	5%	6%	9%	6%	14%	4%	7%	5%	13%	-	6%	9%	4%	7%	5%	3%	6%	13%	7%		
5	87	42	31	16	16	8	10	3	51	23	8	4	32	36	19	33	15	18	8	18	47		
	22%	21%	25%	21%	24%	14%	18%	7%	22%	26%	16%	16%	21%	22%	24%	22%	28%	18%	16%	18%	21%		
4	24	16	5	4	2	1	7	1	19	2	2	-	6	13	4	4	6	7	6	4	7		
	6%	8%	4%	5%	3%	1%	12%	2%	8%	2%	4%	-	4%	8%	5%	3%	11%	7%	12%	4%	3%		
3	31	22	4	7	11	1	2	2	19	6	3	3	8	12	11	10	4	16	2	15	18		
	8%	11%	4%	10%	18%	2%	4%	6%	8%	7%	5%	12%	5%	7%	14%	7%	8%	16%	4%	15%	8%		
2	25	10	8	3	3	2	4	4	16	4	3	1	3	15	6	7	1	8	5	10	16		
	6%	5%	7%	4%	4%	4%	7%	10%	7%	5%	7%	4%	2%	9%	7%	5%	2%	8%	10%	10%	7%		
1	43	22	8	8	2	6	4	8	27	9	1	6	4	21	16	10	4	3	5	5	25		
	11%	11%	7%	11%	4%	10%	7%	20%	12%	10%	2%	21%	3%	13%	20%	7%	8%	3%	10%	5%	12%		
DON'T KNOW/REFUSED	7	2	1	1	1	-	-	-	7	-	-	-	2	2	3	-	-	-	-	2	4		
	2%	1%	1%	2%	2%	-	-	-	3%	-	-	-	1%	1%	3%	-	-	-	-	2%	2%		
MEAN	5.6	5.3	6.2	5.6	5.6	6.6	5.8	5.8	5.3	5.8	6.5	5.6	6.8	5.0	4.5	6.2	5.7	5.8	5.6	5.4	5.5		

Table 18-5
 QUESTION 16:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Developing future leaders

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
	BASE-TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%
10	49 12%	20 9%	30 13%	29 13%	20 10%	17 10%	19 12%	18 12%	22 13%	23 11%	24 12%	20 11%	23 12%	25 12%	17 13%	31 12%	14 12%	11 9%	24 16%
8-10	113 28%	65 28%	68 30%	67 30%	56 28%	55 33%	50 30%	48 32%	51 30%	56 27%	57 29%	51 27%	58 31%	55 26%	38 29%	74 29%	35 30%	34 26%	44 29%
5-7	158 39%	95 41%	87 39%	86 39%	83 41%	61 36%	66 39%	57 38%	63 37%	86 42%	70 36%	80 42%	70 38%	85 41%	57 45%	94 37%	40 34%	55 42%	63 41%
1-4	122 31%	70 30%	68 30%	67 30%	59 29%	49 29%	50 30%	43 29%	54 32%	62 30%	66 34%	54 29%	58 31%	61 30%	31 24%	83 33%	40 35%	39 30%	43 28%
9	15 4%	12 5%	8 3%	8 4%	9 4%	8 5%	7 4%	6 4%	9 5%	6 3%	8 4%	7 4%	3 1%	12 6%	2 2%	13 5%	6 5%	4 3%	5 3%
8	49 12%	33 14%	30 13%	30 14%	27 14%	30 18%	24 14%	24 16%	21 12%	27 13%	25 13%	24 13%	31 17%	18 9%	19 15%	30 12%	15 13%	18 14%	15 10%
7	44 11%	28 12%	25 11%	26 12%	25 13%	23 14%	22 13%	21 14%	24 14%	20 10%	27 14%	16 8%	24 13%	20 10%	26 20%	18 7%	18 16%	10 8%	16 10%
6	27 7%	18 8%	21 9%	17 8%	16 8%	14 8%	14 8%	13 8%	11 6%	14 7%	8 4%	17 9%	10 5%	17 8%	5 4%	20 8%	5 4%	11 8%	11 7%
5	87 22%	49 21%	41 18%	43 19%	41 21%	24 14%	30 18%	23 15%	28 17%	52 25%	34 18%	47 25%	37 20%	48 23%	26 21%	56 22%	16 14%	34 26%	36 24%
4	24 6%	14 6%	17 8%	12 5%	16 8%	12 7%	12 7%	13 9%	11 6%	12 6%	15 8%	9 4%	9 5%	13 6%	10 8%	13 5%	8 7%	6 4%	10 7%
3	31 8%	20 9%	17 7%	21 10%	12 6%	13 8%	17 10%	10 7%	13 8%	16 8%	18 9%	13 7%	17 9%	14 7%	6 4%	21 8%	11 10%	10 8%	10 7%
2	25 6%	15 6%	12 5%	15 7%	14 7%	9 6%	9 5%	8 6%	14 8%	10 5%	14 7%	10 5%	14 7%	10 5%	10 8%	15 6%	11 10%	7 6%	6 4%
1	43 11%	21 9%	22 10%	18 8%	16 8%	15 9%	12 7%	11 7%	15 9%	24 12%	19 10%	22 12%	18 10%	25 12%	6 4%	34 13%	10 9%	16 12%	17 11%
DON'T KNOW/REFUSED	7 2%	3 1%	2 1%	2 1%	2 1%	3 2%	1 1%	2 2%	2 1%	3 1%	1 1%	4 2%	1 1%	5 3%	2 2%	3 1%	1 1%	3 2%	3 2%
MEAN	5.6	5.6	5.8	5.7	5.7	5.9	5.8	5.9	5.7	5.5	5.6	5.5	5.7	5.6	6.1	5.5	5.7	5.4	5.8

Table 18-6
 QUESTION 16:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

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BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
10	32 10%	5 10%	8 16%	7 13%	3 6%	3 6%	5 11%
8-10	82 27%	17 31%	11 22%	15 30%	18 35%	9 19%	11 23%
5-7	121 40%	21 39%	24 47%	17 33%	15 29%	25 51%	19 37%
1-4	101 33%	16 30%	15 31%	18 37%	18 35%	15 30%	19 37%
9	14 5%	4 7%	1 3%	2 3%	4 8%	-	4 7%
8	36 12%	8 15%	1 3%	7 13%	11 22%	6 12%	2 5%
7	40 13%	4 7%	5 11%	13 27%	4 8%	9 17%	5 10%
6	22 7%	3 5%	-	3 7%	3 6%	7 14%	6 12%
5	59 19%	15 28%	18 36%	-	8 16%	10 20%	8 16%
4	23 8%	6 11%	6 11%	2 3%	6 12%	1 2%	2 5%
3	37 12%	4 8%	6 11%	10 20%	2 4%	9 19%	6 12%
2	23 8%	1 2%	3 5%	5 10%	5 10%	2 5%	7 15%
1	17 6%	4 8%	1 3%	2 3%	5 10%	2 4%	3 6%
DON'T KNOW/REFUSED	2 1%	-	-	-	-	1 1%	1 2%
MEAN	5.6	5.7	5.6	5.9	5.6	5.5	5.3

Table 19-1
 QUESTION 190E:
 Next, thinking about your company, what would you say are the one or two most important issues affecting your business and its future success?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
COSTS/ECONOMY	244	79	56	35	30	45	134	109	91	82	52	136	73	30	57	33	24	24	50	189	102	71	52	13
-----	61%	56%	64%	73%	69%	55%	59%	63%	63%	65%	51%	67%	61%	43%	71%	58%	53%	65%	69%	59%	63%	60%	62%	54%
ECONOMY/INFLATION	116	34	27	16	17	22	61	55	47	39	21	68	34	13	26	15	15	15	31	85	52	30	21	9
	29%	24%	31%	33%	40%	26%	27%	32%	33%	31%	21%	33%	28%	19%	33%	27%	33%	40%	43%	26%	32%	26%	25%	35%
MATERIAL COSTS/COST OF GOODS	55	13	13	10	4	15	26	29	26	16	8	33	17	3	12	8	4	3	10	43	29	6	15	3
	14%	9%	15%	21%	9%	18%	11%	17%	18%	12%	8%	16%	14%	4%	14%	14%	10%	9%	13%	13%	18%	5%	18%	12%
COSTS/COST OF DOING BUSINESS (NON SPECIFIC)	44	15	8	5	7	8	24	20	12	19	9	21	13	8	13	7	2	3	8	35	18	14	11	1
	11%	11%	10%	11%	16%	10%	10%	12%	8%	15%	9%	10%	11%	11%	16%	13%	4%	9%	11%	11%	11%	11%	13%	6%
TAXES/INCREASED TAXES	43	18	10	3	5	8	28	15	14	13	12	23	14	6	13	4	5	5	4	39	18	17	6	2
	11%	13%	11%	6%	11%	9%	12%	9%	9%	10%	12%	11%	12%	8%	17%	7%	11%	14%	6%	12%	11%	15%	7%	7%
INSURANCE COSTS/HEALTH INSURANCE	32	12	6	4	3	7	19	13	12	15	5	21	9	2	10	3	7	2	2	30	15	9	5	2
	8%	9%	7%	7%	7%	8%	8%	8%	9%	12%	5%	10%	8%	2%	13%	5%	15%	5%	3%	9%	9%	8%	6%	8%
INTEREST RATES	18	7	6	4	2	-	12	5	3	5	7	7	5	5	3	2	3	3	5	11	4	11	1	2
	4%	5%	7%	8%	4%	-	5%	3%	2%	4%	7%	3%	4%	6%	4%	3%	7%	7%	6%	3%	2%	9%	1%	7%
WEATHER/CLIMATE CHANGE	6	1	2	1	-	2	3	3	1	3	2	3	2	1	1	-	-	1	3	3	1	1	4	-
	2%	1%	3%	1%	-	2%	1%	2%	1%	2%	2%	1%	1%	2%	1%	-	-	2%	4%	1%	1%	1%	5%	-
LABOR COST/WAGES	4	2	1	-	-	1	3	1	-	2	1	1	3	-	-	-	-	2	-	4	-	2	1	1
	1%	1%	2%	-	-	1%	1%	-	-	2%	1%	1%	2%	-	-	-	-	4%	-	1%	-	1%	2%	3%
EMPLOYEE/CUSTOMER	153	53	27	21	18	34	80	73	35	58	50	63	51	34	28	26	12	16	22	129	46	54	35	14
-----	38%	38%	31%	45%	42%	41%	35%	42%	24%	46%	49%	31%	42%	49%	35%	47%	27%	44%	30%	40%	29%	45%	42%	59%
EMPLOYEES/FINDING QUALIFIED EMPLOYEES/HIRING PEOPLE	135	45	21	20	18	31	66	70	27	51	49	49	48	34	24	23	10	15	19	114	39	45	32	14
	34%	32%	24%	42%	42%	38%	29%	40%	19%	41%	48%	24%	40%	49%	31%	41%	22%	41%	26%	35%	25%	38%	39%	59%
CUSTOMER BASE/ATTRACTING NEW CUSTOMERS	24	12	6	4	-	2	18	6	10	9	2	16	4	2	5	3	2	1	3	20	7	13	3	1
	6%	9%	7%	7%	-	3%	8%	3%	7%	7%	2%	8%	3%	2%	6%	6%	4%	3%	5%	6%	4%	11%	3%	4%
SALES/GROWTH	84	34	19	8	7	17	53	31	34	32	16	50	22	12	13	8	13	8	17	68	32	25	24	3
-----	21%	24%	22%	16%	15%	21%	23%	18%	24%	25%	16%	24%	18%	18%	16%	14%	29%	22%	23%	21%	20%	21%	29%	12%
SALES/NOT GETTING SALES/CUSTOMERS NOT SPENDING MONEY	52	18	10	8	3	13	29	24	19	20	11	32	12	8	7	7	9	5	15	38	20	13	16	3
	13%	13%	12%	16%	7%	16%	13%	14%	13%	16%	11%	16%	10%	12%	8%	12%	20%	13%	20%	12%	12%	11%	19%	12%
COMPETITION/LARGE AMOUNT OF COMPETITION	20	7	6	-	3	3	13	6	9	9	2	10	7	3	3	-	4	3	2	18	9	6	5	-
	5%	5%	7%	-	7%	4%	6%	4%	6%	7%	2%	5%	6%	4%	3%	-	9%	7%	3%	5%	6%	5%	6%	-
GROWTH/EXPANSION	13	8	3	-	1	2	11	3	8	3	3	9	3	2	3	1	1	1	1	12	4	6	4	-
	3%	6%	3%	-	2%	2%	5%	2%	5%	2%	3%	4%	3%	2%	4%	1%	2%	2%	1%	4%	2%	5%	5%	-
GOVERNMENT	71	23	18	8	7	15	41	30	24	18	24	31	25	15	15	14	11	5	16	55	31	21	14	3
-----	18%	17%	21%	16%	17%	18%	18%	17%	17%	14%	23%	15%	21%	22%	19%	25%	24%	13%	23%	17%	20%	18%	16%	12%
GOVERNMENT REGULATIONS	38	11	7	6	5	10	18	20	12	8	15	13	15	10	7	8	8	2	9	30	17	12	5	2
	10%	8%	8%	12%	11%	12%	8%	12%	8%	7%	15%	6%	12%	15%	9%	13%	18%	5%	12%	9%	11%	10%	6%	6%

M E E T I N G S T R E E T I N S I G H T S

Continued

Table 19-1
 QUESTION 19OE:
 Next, thinking about your company, what would you say are the one or two most important issues affecting your business and its future success?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL- \$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC- ISION	METAL	PROC- ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MAN- AGER	MGMT TEAM
GOVERNMENT (NON SPECIFIC)	21 5%	11 8%	8 9%	1 2%	1 2%	1 1%	19 8%	2 1%	5 4%	8 6%	7 7%	11 5%	7 6%	3 5%	4 5%	4 7%	2 4%	1 3%	3 4%	19 6%	7 4%	8 7%	5 5%	1 6%
ELECTION/WHO WILL BE PRESIDENT	13 3%	2 1%	3 3%	1 2%	2 4%	6 8%	4 2%	9 5%	7 5%	2 1%	3 3%	7 3%	3 3%	3 4%	4 4%	3 4%	2 5%	2 5%	5 6%	8 3%	7 4%	2 2%	4 5%	- -
OTHER MENTIONS -----	24 6%	8 5%	7 8%	3 6%	2 4%	5 6%	15 7%	9 5%	5 3%	8 6%	11 10%	4 2%	10 9%	10 14%	3 4%	4 8%	2 4%	2 4%	2 3%	22 7%	5 3%	6 5%	10 12%	1 5%
SUPPLY CHAIN/AVAILABILITY OF SUPPLY	24 6%	8 5%	7 8%	3 6%	2 4%	5 6%	15 7%	9 5%	5 3%	8 6%	11 10%	4 2%	10 9%	10 14%	3 4%	4 8%	2 4%	2 4%	2 3%	22 7%	5 3%	6 5%	10 12%	1 5%
OTHER	6 2%	3 2%	2 2%	- -	1 2%	1 1%	5 2%	2 1%	3 2%	- -	2 2%	4 2%	1 1%	2 2%	2 2%	2 3%	- -	2 6%	1 1%	6 2%	4 2%	2 1%	- -	- -
NONE/NOTHING	4 1%	2 1%	- -	1 2%	- -	1 1%	2 1%	2 1%	1 1%	1 1%	1 1%	1 -	2 1%	1 2%	1 1%	- -	- -	- -	1 1%	3 1%	2 1%	- -	1 1%	1 3%
DON'T KNOW	3 1%	1 1%	1 2%	- -	- -	1 1%	3 1%	1 -	1 1%	2 2%	- -	1 1%	1 1%	1 2%	- -	- -	1 3%	- -	- -	3 1%	1 1%	1 1%	1 2%	- -

Table 19-2
 QUESTION 190E:
 Next, thinking about your company, what would you say are the one or two most important issues affecting your business and its future success?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
COSTS/ECONOMY	244	85	100	185	53	24	90	115	26	155	60	43	109	86	43	112	86	78	62	97	26	209	13	17
-----	61%	55%	60%	58%	72%	48%	54%	69%	53%	69%	50%	45%	69%	63%	52%	68%	58%	67%	67%	53%	57%	65%	53%	37%
ECONOMY/INFLATION	116	36	47	83	31	11	35	64	11	83	21	20	53	41	16	59	40	32	32	48	10	102	7	6
	29%	24%	28%	26%	42%	23%	21%	39%	23%	37%	18%	20%	34%	30%	20%	36%	27%	28%	35%	26%	22%	32%	30%	13%
MATERIAL COSTS/COST OF GOODS	55	17	22	40	14	3	21	25	7	37	11	10	29	15	10	25	19	27	12	14	6	50	-	3
	14%	11%	13%	12%	18%	6%	13%	15%	14%	16%	9%	10%	18%	11%	12%	15%	13%	23%	13%	8%	12%	15%	-	6%
COSTS/COST OF DOING BUSINESS (NON SPECIFIC)	44	16	20	36	7	5	16	20	2	24	16	13	18	13	12	17	15	9	13	21	6	34	3	5
	11%	10%	12%	11%	10%	10%	9%	12%	5%	11%	13%	13%	11%	9%	15%	10%	10%	8%	14%	11%	14%	11%	14%	10%
TAXES/INCREASED TAXES	43	16	13	29	13	4	16	21	3	34	6	5	21	17	5	22	14	15	13	15	5	38	2	3
	11%	10%	8%	9%	17%	7%	9%	13%	5%	15%	5%	5%	13%	12%	6%	14%	10%	12%	14%	8%	12%	12%	9%	7%
INSURANCE COSTS/HEALTH INSURANCE	32	9	8	18	12	5	13	12	5	16	11	4	13	13	4	15	13	9	11	12	4	30	-	2
	8%	6%	5%	6%	16%	9%	8%	7%	10%	7%	9%	4%	8%	10%	4%	9%	9%	8%	12%	6%	8%	9%	-	4%
INTEREST RATES	18	3	11	15	3	-	12	6	-	13	4	-	12	6	3	11	3	3	7	7	-	11	3	2
	4%	2%	7%	5%	4%	-	7%	4%	-	6%	3%	-	7%	4%	4%	7%	2%	2%	8%	4%	-	4%	12%	4%
WEATHER/CLIMATE CHANGE	6	6	-	6	-	2	2	1	3	2	1	3	1	1	3	1	1	3	1	1	-	5	-	1
	2%	4%	-	2%	-	4%	1%	-	7%	1%	1%	3%	1%	1%	3%	-	1%	2%	1%	1%	-	1%	-	3%
LABOR COST/WAGES	4	2	1	3	1	-	2	2	-	4	-	1	2	1	-	2	2	1	2	1	1	4	-	-
	1%	1%	1%	1%	1%	-	1%	1%	-	2%	-	1%	1%	1%	-	1%	1%	1%	2%	1%	2%	1%	-	-
EMPLOYEE/CUSTOMER	153	71	66	137	15	22	68	57	19	77	54	41	56	55	35	53	65	52	29	72	18	114	11	24
-----	38%	47%	39%	43%	21%	45%	41%	35%	38%	34%	45%	42%	35%	40%	42%	32%	44%	44%	31%	40%	39%	35%	43%	53%
EMPLOYEES/FINDING QUALIFIED EMPLOYEES/HIRING PEOPLE	135	68	55	123	11	20	59	51	19	69	44	36	48	50	29	45	61	47	27	61	14	98	11	24
	34%	44%	33%	38%	16%	41%	36%	31%	38%	31%	37%	38%	30%	36%	35%	27%	41%	40%	29%	33%	31%	30%	43%	53%
CUSTOMER BASE/ATTRACTING NEW CUSTOMERS	24	6	13	20	4	2	14	7	1	9	13	6	9	9	9	9	6	8	2	14	5	21	2	-
	6%	4%	8%	6%	5%	4%	8%	4%	2%	4%	11%	6%	6%	7%	11%	6%	4%	7%	2%	8%	10%	6%	7%	-
SALES/GROWTH	84	20	49	69	14	15	28	37	6	47	30	23	39	21	17	38	30	17	24	41	7	72	7	6
-----	21%	13%	29%	22%	19%	30%	17%	22%	12%	21%	25%	24%	25%	15%	20%	23%	20%	15%	26%	22%	16%	22%	26%	13%
SALES/NOT GETTING SALES/CUSTOMERS NOT SPENDING MONEY	52	14	28	42	10	8	13	27	2	31	18	15	24	13	13	23	17	12	14	26	3	44	5	3
	13%	9%	17%	13%	14%	17%	8%	16%	4%	14%	15%	16%	15%	10%	15%	14%	11%	10%	16%	14%	7%	14%	22%	6%
COMPETITION/LARGE AMOUNT OF COMPETITION	20	4	13	17	1	4	9	7	2	9	9	5	9	5	2	8	9	5	5	8	3	17	1	1
	5%	3%	8%	5%	2%	9%	5%	4%	4%	4%	7%	5%	6%	4%	3%	5%	6%	4%	5%	4%	6%	5%	5%	3%
GROWTH/EXPANSION	13	2	9	11	2	2	7	3	2	8	4	3	7	4	2	7	4	2	5	7	1	12	-	2
	3%	1%	6%	4%	3%	4%	4%	2%	4%	3%	3%	3%	4%	3%	2%	5%	3%	1%	6%	4%	2%	4%	-	4%
GOVERNMENT	71	31	22	53	18	11	22	34	9	51	11	21	28	18	14	31	26	18	17	35	7	56	4	11
-----	18%	20%	13%	16%	24%	22%	13%	21%	18%	23%	9%	22%	18%	13%	17%	19%	17%	15%	18%	19%	16%	17%	18%	24%
GOVERNMENT REGULATIONS	38	17	10	27	12	2	15	19	1	32	6	10	16	12	7	20	11	10	12	16	3	28	4	6
	10%	11%	6%	8%	16%	5%	9%	11%	1%	15%	5%	10%	10%	9%	8%	12%	7%	9%	13%	9%	6%	9%	18%	14%

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Table 19-2
 QUESTION 19OE:
 Next, thinking about your company, what would you say are the one or two most important issues affecting your business and its future success?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO			EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	3/3	UNDER 50	51- 100	101+		
					5																				7	9
GOVERNMENT (NON SPECIFIC)	21 5%	10 6%	5 3%	15 5%	5 7%	5 9%	5 3%	11 7%	5 10%	13 6%	2 2%	7 8%	8 5%	4 3%	4 5%	6 4%	11 8%	6 5%	2 2%	11 6%	3 6%	18 6%	-	3 7%		
ELECTION/WHO WILL BE PRESIDENT	13 3%	6 4%	6 4%	12 4%	1 1%	4 8%	3 2%	4 2%	3 6%	7 3%	3 2%	6 6%	5 3%	3 2%	5 5%	5 3%	4 3%	2 1%	2 2%	9 5%	2 3%	10 3%	1 6%	2 3%		
OTHER MENTIONS	24 6%	16 11%	3 2%	19 6%	4 5%	3 6%	11 6%	9 5%	4 9%	9 4%	9 7%	4 4%	6 4%	11 8%	8 10%	9 5%	4 3%	5 4%	7 8%	11 6%	2 3%	14 4%	2 10%	8 17%		
SUPPLY CHAIN/AVAILABILITY OF SUPPLY	24 6%	16 11%	3 2%	19 6%	4 5%	3 6%	11 6%	9 5%	4 9%	9 4%	9 7%	4 4%	6 4%	11 8%	8 10%	9 5%	4 3%	5 4%	7 8%	11 6%	2 3%	14 4%	2 10%	8 17%		
OTHER	6 2%	2 1%	4 2%	5 2%	1 1%	-	6 4%	-	1 2%	4 2%	2 2%	2 2%	1 1%	3 2%	1 1%	1 1%	5 3%	2 2%	1 1%	3 2%	1 2%	5 1%	2 7%	-		
NONE/NOTHING	4 1%	4 2%	-	4 1%	-	3 6%	-	-	1 2%	-	2 2%	3 3%	-	1 1%	4 5%	-	-	1 1%	-	3 2%	-	3 1%	-	1 3%		
DON'T KNOW	3 1%	1 1%	2 1%	3 1%	-	-	3 2%	1 1%	1 3%	1 -	1 1%	1 2%	1 1%	1 1%	-	1 1%	3 2%	-	1 1%	3 1%	1 2%	2 1%	-	1 3%		

Table 19-3
 QUESTION 190E:
 Next, thinking about your company, what would you say are the one or two most important issues affecting your business and its future success?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- -SION	FLAT	RECES- -SION	INFL- -ATION	INCR -MAT -COSTS	ATTR- ACT -WRRKS	UNFAV BIZ -CLIM	HLTH -COSTS	INCR -WAGES	RISING INT -RATES	CAPTL TO -INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	316	84	83	86	124	88	102	132	77	132	118	110	86	61	52	39	19	294	99
	100%	79%	21%	21%	22%	31%	22%	26%	33%	19%	33%	30%	27%	21%	15%	13%	10%	5%	73%	25%
COSTS/ECONOMY	244	194	50	57	54	76	41	58	76	54	87	78	51	55	40	32	29	14	182	57
	61%	61%	60%	69%	62%	61%	47%	57%	58%	70%	66%	66%	46%	64%	66%	61%	74%	74%	62%	57%
ECONOMY/INFLATION	116	94	22	29	26	39	20	25	38	25	57	39	18	28	19	12	15	6	89	23
	29%	30%	26%	35%	30%	31%	23%	25%	29%	33%	43%	33%	17%	32%	31%	23%	39%	35%	30%	23%
MATERIAL COSTS/COST OF GOODS	55	39	15	13	15	14	9	13	15	15	12	31	9	8	8	7	6	5	40	13
	14%	12%	18%	16%	17%	12%	10%	13%	12%	20%	9%	27%	8%	10%	13%	14%	15%	26%	14%	14%
COSTS/COST OF DOING BUSINESS (NON SPECIFIC)	44	39	5	12	13	11	6	12	12	10	13	8	12	9	5	12	6	1	34	8
	11%	12%	6%	14%	15%	9%	7%	12%	9%	13%	10%	7%	11%	10%	9%	22%	15%	4%	12%	8%
TAXES/INCREASED TAXES	43	36	7	5	7	20	11	5	14	11	19	8	8	14	9	6	1	5	22	21
	11%	12%	8%	6%	9%	16%	12%	5%	11%	14%	14%	7%	7%	16%	15%	11%	2%	27%	8%	21%
INSURANCE COSTS/HEALTH INSURANCE	32	26	6	4	5	14	7	9	10	9	7	8	7	7	16	2	1	2	21	10
	8%	8%	8%	5%	6%	12%	7%	8%	7%	12%	6%	7%	7%	8%	26%	3%	3%	10%	7%	10%
INTEREST RATES	18	13	4	5	1	6	3	4	7	3	7	3	2	5	-	2	8	2	16	2
	4%	4%	5%	6%	2%	5%	3%	4%	6%	4%	5%	3%	2%	6%	-	3%	19%	11%	5%	2%
WEATHER/CLIMATE CHANGE	6	4	2	3	2	-	-	3	2	-	-	1	1	1	1	2	1	-	6	-
	2%	1%	2%	3%	2%	-	-	3%	1%	-	-	1%	1%	1%	2%	4%	3%	-	2%	-
LABOR COST/WAGES	4	3	1	1	1	1	1	1	2	1	1	1	1	1	1	-	-	-	3	1
	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	2%	-	-	1%	1%
EMPLOYEE/CUSTOMER	153	120	34	36	36	45	28	44	51	28	38	42	80	25	17	27	13	4	104	48
	38%	38%	40%	43%	42%	37%	32%	44%	39%	37%	29%	36%	73%	29%	29%	52%	33%	23%	36%	48%
EMPLOYEES/FINDING QUALIFIED EMPLOYEES/HIRING PEOPLE	135	105	30	33	31	43	23	34	48	28	33	34	76	22	15	23	11	3	90	44
	34%	33%	36%	39%	36%	35%	26%	33%	36%	37%	25%	29%	69%	26%	25%	45%	28%	17%	31%	44%
CUSTOMER BASE/ATTRACTING NEW CUSTOMERS	24	19	4	7	5	5	5	11	6	2	5	9	9	3	2	5	3	1	15	8
	6%	6%	5%	8%	6%	4%	5%	10%	4%	3%	4%	8%	8%	4%	3%	9%	7%	6%	5%	8%
SALES/GROWTH	84	67	17	19	21	25	16	31	28	9	34	15	17	24	9	14	11	2	61	20
	21%	21%	21%	23%	25%	20%	18%	30%	21%	12%	26%	13%	16%	28%	15%	26%	27%	13%	21%	20%
SALES/NOT GETTING SALES/CUSTOMERS NOT SPENDING MONEY	52	42	11	12	15	16	9	15	19	7	23	8	11	19	5	7	5	2	36	14
	13%	13%	13%	14%	18%	13%	10%	15%	15%	9%	17%	7%	10%	22%	9%	14%	13%	9%	12%	15%
COMPETITION/LARGE AMOUNT OF COMPETITION	20	15	4	4	3	7	4	9	4	2	5	4	4	2	3	5	4	1	15	4
	5%	5%	5%	5%	3%	5%	4%	8%	3%	2%	4%	3%	3%	2%	5%	9%	10%	4%	5%	4%
GROWTH/EXPANSION	13	11	2	4	3	3	3	7	5	2	7	3	3	4	1	2	2	-	12	2
	3%	3%	3%	5%	4%	2%	4%	7%	4%	3%	5%	3%	2%	5%	1%	3%	4%	-	4%	2%
GOVERNMENT	71	58	13	6	17	22	23	14	25	11	26	17	15	27	6	3	3	6	55	16
	18%	18%	16%	7%	19%	18%	26%	14%	19%	15%	20%	15%	13%	32%	10%	5%	8%	30%	19%	16%
GOVERNMENT REGULATIONS	38	31	8	5	10	13	10	5	20	5	13	7	11	19	3	3	2	3	29	10
	10%	10%	9%	6%	12%	11%	12%	5%	15%	6%	10%	6%	10%	22%	6%	5%	4%	16%	10%	10%

M E E T I N G S T R E E T I N S I G H T S

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Table 19-3
 QUESTION 19OE:
 Next, thinking about your company, what would you say are the one or two most important issues affecting your business and its future success?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- SION	FLAT	RECES- SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
GOVERNMENT (NON SPECIFIC)	21 5%	17 5%	4 5%	- -	5 5%	7 6%	7 8%	7 7%	4 3%	4 6%	7 5%	7 6%	3 2%	5 6%	3 4%	- -	2 4%	3 14%	19 7%	1 1%
ELECTION/WHO WILL BE PRESIDENT	13 3%	11 4%	2 2%	1 1%	3 4%	2 2%	5 6%	2 2%	2 3%	2 3%	7 5%	4 3%	2 2%	4 4%	- -	- -	- -	- -	9 3%	5 5%
OTHER MENTIONS -----	24 6%	19 6%	5 6%	5 6%	5 5%	7 6%	6 7%	5 5%	9 7%	3 4%	9 7%	7 6%	8 7%	3 3%	2 3%	1 3%	1 3%	3 16%	16 6%	6 7%
SUPPLY CHAIN/AVAILABILITY OF SUPPLY	24 6%	19 6%	5 6%	5 6%	5 5%	7 6%	6 7%	5 5%	9 7%	3 4%	9 7%	7 6%	8 7%	3 3%	2 3%	1 3%	1 3%	3 16%	16 6%	6 7%
OTHER	6 2%	6 2%	- -	- -	- -	3 2%	4 4%	1 1%	1 1%	- -	1 1%	2 1%	1 1%	1 1%	3 4%	- -	1 3%	- -	6 2%	- -
NONE/NOTHING	4 1%	2 1%	2 2%	1 1%	- -	1 1%	2 2%	3 3%	- -	- -	- -	1 1%	2 2%	- -	1 1%	1 2%	- -	- -	3 1%	1 1%
DON'T KNOW	3 1%	1 -	3 3%	1 2%	1 1%	1 1%	- -	1 1%	2 1%	- -	1 1%	1 1%	- -	- -	1 1%	1 3%	- -	- -	3 1%	- -

Table 19-4
 QUESTION 19OE:
 Next, thinking about your company, what would you say are the one or two most important issues affecting your business and its future success?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE-TOTAL SAMPLE	400	197	121	73	64	55	55	39	231	90	47	26	154	163	80	149	54	100	51	100	218	
	100%	49%	30%	18%	16%	14%	14%	10%	58%	23%	12%	7%	39%	41%	20%	37%	23%	43%	22%	43%	54%	
COSTS/ECONOMY	244	116	73	40	38	28	37	23	161	40	27	12	99	94	48	75	38	60	34	60	127	
-----	61%	59%	60%	55%	59%	51%	69%	60%	70%	44%	58%	45%	64%	58%	60%	50%	70%	60%	67%	60%	58%	
ECONOMY/INFLATION	116	59	31	16	20	12	16	11	82	18	11	4	49	46	20	30	17	38	21	44	57	
	29%	30%	26%	22%	31%	22%	29%	28%	36%	20%	23%	15%	32%	28%	25%	20%	31%	38%	41%	44%	26%	
MATERIAL COSTS/COST OF GOODS	55	28	17	14	9	4	10	4	35	8	5	4	20	22	11	16	12	12	6	12	23	
	14%	14%	14%	19%	15%	7%	18%	9%	15%	8%	11%	17%	13%	14%	13%	11%	21%	12%	12%	12%	11%	
COSTS/COST OF DOING BUSINESS (NON SPECIFIC)	44	17	12	8	5	10	8	7	25	10	6	3	19	17	8	19	7	2	7	5	22	
	11%	9%	10%	11%	8%	18%	15%	17%	11%	11%	13%	13%	12%	10%	10%	13%	13%	2%	14%	5%	10%	
TAXES/INCREASED TAXES	43	19	16	6	7	5	7	3	30	4	7	2	21	13	7	13	4	6	5	5	28	
	11%	9%	13%	8%	11%	8%	12%	9%	13%	4%	16%	8%	14%	8%	8%	9%	7%	6%	10%	5%	13%	
INSURANCE COSTS/HEALTH INSURANCE	32	14	7	7	8	8	2	4	26	4	2	-	9	12	11	6	4	10	3	6	18	
	8%	7%	6%	9%	12%	14%	4%	11%	11%	4%	5%	-	6%	7%	14%	4%	7%	10%	6%	6%	8%	
INTEREST RATES	18	9	3	-	2	3	2	1	14	3	-	1	6	12	-	4	2	1	2	2	12	
	4%	5%	2%	-	3%	5%	4%	4%	6%	3%	-	4%	4%	7%	-	3%	3%	1%	4%	2%	6%	
WEATHER/CLIMATE CHANGE	6	3	1	-	1	-	1	-	3	1	-	1	1	1	4	-	-	3	-	2	3	
	2%	1%	1%	-	2%	-	2%	-	1%	1%	-	4%	-	1%	5%	-	-	3%	-	2%	2%	
LABOR COST/WAGES	4	2	1	-	1	1	1	-	3	1	-	-	1	2	1	-	2	-	-	-	3	
	1%	1%	1%	-	2%	1%	1%	-	1%	1%	-	-	1%	1%	1%	-	3%	-	-	-	1%	
EMPLOYEE/CUSTOMER	153	63	66	31	21	35	22	17	55	47	33	14	79	57	16	91	21	36	23	38	78	
-----	38%	32%	54%	43%	32%	63%	41%	44%	24%	52%	71%	55%	51%	35%	20%	61%	39%	36%	45%	38%	36%	
EMPLOYEES/FINDING QUALIFIED EMPLOYEES/ HIRING PEOPLE	135	48	63	28	17	32	20	17	39	46	33	13	73	52	9	89	19	32	23	35	64	
	34%	24%	52%	39%	26%	59%	37%	43%	17%	51%	71%	51%	47%	32%	11%	60%	36%	32%	45%	35%	29%	
CUSTOMER BASE/ATTRACTING NEW CUSTOMERS	24	18	5	4	5	5	2	1	17	4	1	1	9	7	7	6	4	9	-	3	17	
	6%	9%	4%	6%	8%	9%	4%	2%	8%	5%	2%	4%	6%	4%	9%	4%	7%	9%	-	3%	8%	
SALES/GROWTH	84	50	19	21	18	16	3	5	53	20	6	5	28	37	20	26	12	23	8	19	51	
-----	21%	26%	15%	29%	28%	29%	5%	12%	23%	23%	13%	18%	18%	23%	25%	18%	23%	23%	16%	19%	23%	
SALES/NOT GETTING SALES/ CUSTOMERS NOT SPENDING MONEY	52	32	16	13	10	12	2	2	33	12	3	3	17	23	12	18	9	23	4	9	27	
	13%	16%	13%	18%	16%	22%	3%	5%	14%	14%	7%	11%	11%	14%	16%	12%	16%	23%	8%	9%	12%	
COMPETITION/LARGE AMOUNT OF COMPETITION	20	14	2	3	6	3	1	1	12	4	3	1	9	7	4	6	4	-	3	4	13	
	5%	7%	1%	5%	10%	5%	1%	2%	5%	4%	6%	4%	6%	4%	5%	4%	7%	-	6%	4%	6%	
GROWTH/EXPANSION	13	5	2	5	2	1	-	2	9	4	-	1	2	8	3	2	-	2	1	6	11	
	3%	3%	2%	6%	3%	1%	-	5%	4%	4%	-	3%	1%	5%	4%	2%	-	2%	2%	6%	5%	
GOVERNMENT	71	38	15	7	11	10	15	8	44	13	10	4	27	30	15	23	5	16	8	16	40	
-----	18%	19%	12%	9%	16%	17%	27%	22%	19%	15%	22%	14%	17%	18%	18%	16%	10%	16%	16%	16%	18%	

Continued

Table 19-4
 QUESTION 19OE:
 Next, thinking about your company, what would you say are the one or two most important issues affecting your business and its future success?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS						
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
GOVERNMENT REGULATIONS	38 10%	20 10%	9 8%	2 2%	4 6%	7 13%	9 17%	7 17%	22 9%	7 8%	7 15%	3 10%	14 9%	21 13%	4 5%	16 11%	4 7%	10 10%	5 10%	9 9%	18 8%
GOVERNMENT (NON SPECIFIC)	21 5%	13 7%	3 2%	3 5%	5 7%	2 3%	2 5%	2 5%	15 6%	3 3%	3 7%	1 4%	9 6%	5 3%	7 9%	4 3%	1 2%	3 3%	1 2%	4 4%	18 8%
ELECTION/WHO WILL BE PRESIDENT	13 3%	6 3%	2 2%	2 2%	2 3%	1 1%	3 5%	1 4%	8 4%	5 5%	- -	- -	4 2%	6 4%	3 4%	5 3%	1 2%	3 3%	2 4%	4 4%	3 2%
OTHER MENTIONS -----	24 6%	9 5%	6 5%	4 5%	4 7%	2 3%	6 10%	3 9%	12 5%	9 10%	3 6%	- -	8 5%	8 5%	8 10%	10 7%	4 8%	3 3%	1 2%	7 7%	14 6%
SUPPLY CHAIN/AVAILABILITY OF SUPPLY	24 6%	9 5%	6 5%	4 5%	4 7%	2 3%	6 10%	3 9%	12 5%	9 10%	3 6%	- -	8 5%	8 5%	8 10%	10 7%	4 8%	3 3%	1 2%	7 7%	14 6%
OTHER	6 2%	4 2%	2 1%	- -	- -	- -	- -	1 3%	4 2%	2 2%	1 2%	- -	1 1%	3 2%	2 3%	2 2%	1 2%	- -	1 2%	2 2%	5 2%
NONE/NOTHING	4 1%	1 -	3 2%	- -	1 1%	1 1%	2 4%	- -	2 1%	1 1%	1 2%	- -	1 1%	- -	3 3%	1 1%	1 2%	1 1%	- -	- -	2 1%
DON'T KNOW	3 1%	2 1%	1 1%	1 2%	1 2%	- -	1 3%	- -	2 1%	- -	- -	1 6%	- -	2 1%	1 2%	- -	- -	- -	- -	4 4%	3 1%

Table 19-5
 QUESTION 190E:
 Next, thinking about your company, what would you say are the one or two most important issues affecting your business and its future success?

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS			
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400	233	225	222	199	167	167	150	171	207	194	190	188	206	128	254	116	131	153
	100%	58%	56%	55%	50%	42%	42%	38%	43%	52%	48%	47%	47%	52%	32%	64%	29%	33%	38%
COSTS/ECONOMY	244	145	135	139	123	102	93	93	101	127	111	122	107	131	72	160	69	87	88
	61%	62%	60%	63%	62%	61%	56%	62%	59%	62%	57%	65%	57%	64%	56%	63%	59%	66%	58%
ECONOMY/INFLATION	116	66	65	60	58	48	35	46	51	60	50	64	44	69	29	82	33	45	38
	29%	28%	29%	27%	29%	29%	21%	30%	30%	29%	26%	34%	24%	34%	23%	32%	29%	34%	25%
MATERIAL COSTS/COST OF GOODS	55	34	24	28	26	19	18	19	17	33	24	27	23	31	11	40	12	21	21
	14%	15%	11%	13%	13%	11%	11%	13%	10%	16%	12%	14%	12%	15%	9%	16%	11%	16%	14%
COSTS/COST OF DOING BUSINESS (NON SPECIFIC)	44	25	26	27	20	17	17	15	18	21	21	20	23	19	17	25	12	13	19
	11%	11%	12%	12%	10%	10%	10%	10%	11%	10%	11%	10%	12%	9%	13%	10%	10%	10%	13%
TAXES/INCREASED TAXES	43	25	26	24	24	17	20	17	17	23	21	21	20	23	16	26	14	17	12
	11%	11%	11%	11%	12%	10%	12%	11%	10%	11%	11%	11%	11%	12%	10%	12%	12%	13%	8%
INSURANCE COSTS/HEALTH INSURANCE	32	22	20	22	20	18	15	13	17	14	13	18	9	23	9	23	9	10	13
	8%	10%	9%	10%	10%	11%	9%	9%	10%	7%	7%	9%	5%	11%	7%	9%	8%	8%	8%
INTEREST RATES	18	12	6	13	8	7	8	6	11	7	9	9	11	7	8	8	6	4	8
	4%	5%	3%	6%	4%	4%	5%	4%	6%	3%	4%	5%	6%	3%	6%	3%	5%	3%	5%
WEATHER/CLIMATE CHANGE	6	4	2	3	2	5	3	2	4	1	3	2	5	1	2	2	3	1	2
	2%	2%	1%	1%	1%	3%	2%	1%	2%	-	1%	1%	3%	-	2%	1%	2%	1%	1%
LABOR COST/WAGES	4	3	3	3	1	2	2	2	2	2	3	1	1	2	1	3	2	1	1
	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	2%	-	1%	1%	-	1%	2%	1%	1%
EMPLOYEE/CUSTOMER	153	97	95	94	77	73	77	68	65	81	74	72	79	70	52	96	43	49	62
	38%	41%	42%	42%	39%	43%	46%	45%	38%	39%	38%	38%	42%	34%	41%	38%	37%	37%	40%
EMPLOYEES/FINDING QUALIFIED EMPLOYEES/HIRING PEOPLE	135	88	85	84	67	67	73	62	62	67	71	58	74	58	50	81	42	38	56
	34%	38%	38%	38%	34%	40%	43%	41%	36%	32%	37%	31%	40%	28%	39%	32%	36%	29%	36%
CUSTOMER BASE/ATTRACTING NEW CUSTOMERS	24	13	14	14	13	8	9	8	4	19	5	17	11	12	6	17	2	13	9
	6%	6%	6%	6%	6%	5%	5%	5%	2%	9%	3%	9%	6%	6%	4%	7%	1%	10%	6%
SALES/GROWTH	84	47	47	37	42	32	30	24	34	44	47	33	42	42	23	55	21	21	42
	21%	20%	21%	17%	21%	19%	18%	16%	20%	21%	24%	18%	23%	20%	18%	22%	18%	16%	27%
SALES/NOT GETTING SALES/CUSTOMERS NOT SPENDING MONEY	52	30	32	25	25	25	21	16	23	27	30	20	29	23	15	34	14	11	27
	13%	13%	14%	11%	12%	15%	13%	11%	14%	13%	15%	10%	15%	11%	12%	14%	12%	8%	18%
COMPETITION/LARGE AMOUNT OF COMPETITION	20	11	9	6	12	4	5	5	6	9	7	11	9	11	5	12	3	8	9
	5%	5%	4%	3%	6%	2%	3%	4%	4%	4%	3%	6%	5%	5%	4%	5%	2%	6%	6%
GROWTH/EXPANSION	13	6	6	6	5	4	4	2	6	8	11	2	5	8	2	10	6	2	6
	3%	3%	3%	3%	3%	3%	2%	2%	3%	4%	6%	1%	3%	4%	2%	4%	5%	2%	4%
GOVERNMENT	71	45	40	44	32	27	32	28	36	34	41	30	39	33	27	44	27	20	24
	18%	19%	18%	20%	16%	16%	19%	18%	21%	16%	21%	16%	21%	16%	21%	17%	24%	16%	16%
GOVERNMENT REGULATIONS	38	27	22	26	15	15	16	16	20	19	25	14	20	19	13	26	17	11	11
	10%	12%	10%	12%	8%	9%	10%	11%	11%	9%	13%	7%	11%	9%	10%	10%	14%	8%	7%

M E E T I N G S T R E E T I N S I G H T S

Continued

Table 19-5
 QUESTION 19OE:
 Next, thinking about your company, what would you say are the one or two most important issues affecting your business and its future success?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
GOVERNMENT (NON SPECIFIC)	21 5%	13 6%	12 5%	12 5%	10 5%	9 5%	13 8%	7 5%	10 6%	10 5%	13 7%	8 4%	14 7%	7 4%	10 8%	11 4%	9 8%	7 5%	6 4%
ELECTION/WHO WILL BE PRESIDENT	13 3%	6 3%	8 4%	7 3%	7 3%	5 3%	4 3%	5 4%	8 5%	4 2%	4 2%	8 4%	6 3%	7 3%	5 4%	8 3%	3 3%	3 2%	7 4%
OTHER MENTIONS -----	24 6%	13 6%	11 5%	11 5%	11 5%	14 8%	11 6%	7 5%	14 8%	8 4%	15 8%	7 4%	16 9%	8 4%	15 12%	7 3%	11 10%	4 3%	9 6%
SUPPLY CHAIN/AVAILABILITY OF SUPPLY	24 6%	13 6%	11 5%	11 5%	11 5%	14 8%	11 6%	7 5%	14 8%	8 4%	15 8%	7 4%	16 9%	8 4%	15 12%	7 3%	11 10%	4 3%	9 6%
OTHER	6 2%	4 2%	4 2%	2 1%	3 2%	2 1%	3 2%	2 2%	4 2%	2 1%	3 2%	3 2%	1 -	6 3%	3 2%	4 1%	2 2%	1 1%	3 2%
NONE/NOTHING	4 1%	2 1%	3 1%	1 -	2 1%	2 1%	1 1%	1 1%	2 1%	1 -	3 2%	- -	4 2%	- -	2 2%	2 1%	2 2%	- -	2 1%
DON'T KNOW	3 1%	2 1%	1 -	2 1%	2 1%	- -	1 1%	1 1%	2 1%	1 1%	1 1%	2 1%	1 1%	1 1%	1 1%	2 1%	1 1%	1 1%	1 1%

Table 19-6
 QUESTION 19OE:
 Next, thinking about your company, what would you say are the one or two most important issues affecting your business and its future success?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
COSTS/ECONOMY -----	192 63%	38 70%	30 61%	30 60%	34 67%	32 63%	28 57%
ECONOMY/INFLATION	120 39%	17 31%	17 33%	22 43%	21 41%	25 51%	19 37%
MATERIAL COSTS/COST OF GOODS	41 13%	12 21%	8 16%	3 7%	6 12%	5 10%	7 14%
INSURANCE COSTS/HEALTH INSURANCE	23 8%	4 7%	7 14%	3 7%	3 6%	6 11%	1 1%
COSTS/COST OF DOING BUSINESS (NON SPECIFIC)	21 7%	7 13%	- -	2 3%	7 14%	2 4%	3 6%
TAXES/INCREASED TAXES	20 7%	4 7%	3 5%	3 7%	5 10%	2 5%	3 6%
INTEREST RATES	7 2%	2 3%	1 3%	- -	2 4%	- -	2 4%
WEATHER/CLIMATE CHANGE	5 2%	- -	1 3%	2 3%	- -	1 1%	2 4%
LABOR COST/WAGES	2 1%	2 3%	- -	- -	- -	- -	- -
EMPLOYEE/CUSTOMER -----	119 39%	21 39%	21 42%	15 30%	23 45%	15 31%	23 46%
EMPLOYEES/FINDING QUALIFIED EMPLOYEES/ HIRING PEOPLE	109 36%	19 36%	17 33%	15 30%	23 45%	15 29%	20 41%
CUSTOMER BASE/ATTRACTING NEW CUSTOMERS	16 5%	4 7%	4 9%	5 10%	- -	1 1%	2 5%
SALES/GROWTH -----	63 21%	12 23%	8 17%	15 30%	8 16%	10 21%	8 17%
SALES/NOT GETTING SALES/ CUSTOMERS NOT SPENDING MONEY	45 15%	9 16%	8 17%	15 30%	4 8%	7 14%	2 5%
COMPETITION/LARGE AMOUNT OF COMPETITION	10 3%	4 7%	- -	- -	3 6%	2 4%	2 4%
GROWTH/EXPANSION	9 3%	- -	- -	2 3%	1 2%	2 4%	4 8%
GOVERNMENT -----	46 15%	5 10%	10 20%	7 13%	8 16%	11 22%	5 11%

Continued

Table 19-6

QUESTION 19OE:

Next, thinking about your company, what would you say are the one or two most important issues affecting your business and its future success?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
GOVERNMENT REGULATIONS	28 9%	4 7%	7 14%	3 7%	5 10%	6 12%	3 6%
ELECTION/WHO WILL BE PRESIDENT	10 3%	1 2%	1 3%	2 3%	2 4%	4 7%	1 1%
GOVERNMENT (NON SPECIFIC)	9 3%	1 2%	1 3%	2 3%	1 2%	2 4%	2 4%
OTHER MENTIONS -----	15 5%	4 8%	1 3%	2 3%	1 2%	2 5%	4 8%
SUPPLY CHAIN/AVAILABILITY OF SUPPLY	15 5%	4 8%	1 3%	2 3%	1 2%	2 5%	4 8%
OTHER	4 1%	1 2%	-	-	1 2%	-	2 4%
NONE/NOTHING	2 1%	1 2%	1 3%	-	-	-	-
DON'T KNOW	4 1%	-	-	-	-	2 4%	2 5%

Table 20-1

QUESTION 19:

What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

First Choice.

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
INFLATION	81	29	15	9	13	15	44	37	34	21	18	44	23	12	11	11	11	14	18	60	33	20	18	6
	20%	21%	17%	18%	30%	18%	19%	21%	23%	16%	18%	22%	19%	17%	13%	20%	24%	36%	25%	19%	21%	17%	21%	25%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	73	26	13	12	8	15	39	34	42	16	8	46	18	6	18	13	6	3	18	53	41	14	14	3
	18%	18%	15%	25%	18%	18%	17%	20%	29%	12%	8%	22%	15%	8%	22%	23%	13%	7%	25%	16%	25%	12%	16%	12%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	72	18	14	12	8	20	32	41	14	20	35	20	25	27	20	11	8	4	4	69	15	28	18	7
	18%	13%	16%	26%	19%	25%	14%	24%	9%	16%	34%	10%	20%	39%	25%	20%	17%	11%	5%	21%	9%	24%	21%	30%
UNFAVORABLE BUSINESS CLIMATE	58	26	15	6	6	6	41	17	19	21	18	30	16	12	13	10	6	4	10	48	20	22	13	3
	15%	19%	17%	12%	13%	7%	18%	10%	13%	17%	18%	15%	13%	18%	16%	17%	13%	11%	14%	15%	12%	19%	16%	13%
COST OF HEALTH CARE INSURANCE	34	10	9	4	2	9	19	15	12	18	3	20	11	2	7	7	2	2	1	32	16	9	5	1
	8%	7%	10%	9%	4%	10%	8%	8%	8%	14%	3%	10%	10%	2%	9%	12%	5%	5%	2%	10%	10%	8%	6%	4%
INCREASING COSTS OF WAGES	20	7	5	2	1	6	12	9	7	9	4	10	8	3	4	-	3	4	8	13	8	4	8	1
	5%	5%	5%	5%	2%	7%	5%	5%	5%	7%	4%	5%	6%	4%	6%	-	7%	12%	11%	4%	5%	3%	9%	4%
RISING INTEREST RATES	20	6	9	1	3	2	15	6	4	9	7	11	6	3	3	1	5	1	6	13	7	11	-	1
	5%	4%	10%	1%	6%	3%	7%	3%	3%	7%	6%	6%	5%	4%	4%	1%	11%	3%	8%	4%	4%	9%	-	4%
COST OR AVAILABILITY OF CAPITAL TO INVEST	8	2	1	1	1	4	3	5	2	3	2	5	3	-	1	1	2	-	2	6	4	2	3	-
	2%	2%	1%	1%	2%	5%	1%	3%	2%	3%	1%	3%	2%	-	1%	1%	5%	-	3%	2%	2%	2%	3%	-
APPLYING AUTOMATION	5	2	2	-	-	1	4	1	2	1	2	3	2	-	-	1	1	1	-	5	2	3	1	-
	1%	2%	3%	-	-	1%	2%	-	1%	2%	1%	2%	-	-	-	1%	2%	2%	-	2%	1%	2%	1%	-
OTHER	22	10	5	1	2	4	15	7	8	6	5	10	8	4	2	3	1	4	3	19	11	6	4	1
	5%	7%	6%	3%	4%	5%	6%	4%	6%	5%	5%	5%	6%	6%	2%	5%	2%	11%	4%	6%	7%	5%	5%	5%
DON'T KNOW/NOT SURE	7	4	1	-	1	1	5	2	1	2	-	4	1	-	1	-	-	1	3	4	4	-	2	1
	2%	3%	1%	-	2%	1%	2%	1%	1%	2%	-	2%	1%	-	1%	-	-	3%	4%	1%	3%	-	2%	3%

Table 20-2

QUESTION 19:

What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

First Choice.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	3/3	UNDER 50	51- 100	101+
					CONF																			
BASE-TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
INFLATION	81	29	30	59	20	8	25	45	5	52	22	20	34	26	12	39	29	24	22	32	8	67	4	8
	20%	19%	18%	18%	26%	15%	15%	27%	11%	23%	19%	21%	21%	19%	14%	24%	20%	20%	24%	18%	17%	21%	17%	17%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	73	18	35	53	19	8	31	29	10	43	19	16	34	24	10	30	32	31	10	29	10	64	4	1
	18%	12%	21%	16%	26%	16%	19%	18%	21%	19%	16%	16%	21%	17%	12%	18%	22%	27%	11%	16%	22%	20%	18%	3%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	72	43	26	69	4	12	34	24	8	32	30	22	23	26	27	19	26	19	14	39	5	45	11	17
	18%	28%	15%	21%	5%	24%	21%	15%	16%	14%	25%	23%	15%	19%	33%	12%	18%	16%	15%	21%	12%	14%	43%	37%
UNFAVORABLE BUSINESS CLIMATE	58	17	22	40	18	3	24	29	4	40	14	7	33	17	8	36	14	16	18	24	6	46	3	9
	15%	11%	13%	12%	24%	6%	15%	17%	8%	18%	12%	7%	21%	13%	10%	22%	9%	13%	20%	13%	13%	14%	12%	21%
COST OF HEALTH CARE INSURANCE	34	14	13	27	7	6	15	12	9	17	7	11	6	17	7	9	17	4	7	22	9	32	-	2
	8%	9%	7%	8%	9%	12%	9%	7%	19%	8%	6%	11%	4%	12%	8%	6%	12%	4%	8%	12%	21%	10%	-	4%
INCREASING COSTS OF WAGES	20	9	10	19	1	3	9	9	3	9	7	6	7	7	5	6	10	8	6	6	2	17	-	3
	5%	6%	6%	6%	1%	6%	5%	5%	7%	4%	6%	7%	4%	5%	4%	7%	7%	7%	6%	3%	4%	5%	-	7%
RISING INTEREST RATES	20	4	15	19	2	1	12	7	3	13	5	3	11	5	6	11	3	7	5	8	-	17	1	2
	5%	2%	9%	6%	2%	2%	7%	4%	5%	6%	4%	4%	7%	3%	7%	7%	2%	6%	5%	4%	-	5%	6%	4%
COST OR AVAILABILITY OF CAPITAL TO INVEST	8	3	4	7	2	1	2	3	1	5	2	1	4	2	2	3	2	2	3	4	1	8	-	-
	2%	2%	2%	2%	2%	2%	1%	2%	2%	2%	2%	1%	2%	1%	2%	2%	1%	2%	3%	2%	2%	3%	-	-
APPLYING AUTOMATION	5	2	2	4	1	2	2	2	-	3	3	1	3	2	1	2	2	-	1	4	2	5	-	-
	1%	1%	1%	1%	2%	3%	1%	1%	-	1%	2%	1%	2%	1%	1%	2%	-	1%	2%	2%	3%	2%	-	-
OTHER	22	11	8	19	2	4	11	4	4	9	6	4	5	10	2	7	9	5	6	8	2	17	1	3
	5%	7%	5%	6%	3%	8%	7%	3%	9%	4%	5%	4%	3%	7%	3%	5%	6%	5%	7%	5%	5%	5%	5%	7%
DON'T KNOW/NOT SURE	7	4	3	7	-	3	1	-	2	-	5	4	-	2	3	-	4	1	-	6	1	5	-	-
	2%	3%	2%	2%	-	6%	1%	-	4%	-	4%	5%	-	2%	3%	-	3%	1%	-	3%	2%	2%	-	-

Table 20-3

QUESTION 19:

What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

First Choice.

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES	
BASE-TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%	
INFLATION	81 20%	67 21%	14 16%	22 26%	13 15%	26 21%	16 19%	12 11%	29 22%	17 22%	81 61%	14 12%	10 9%	10 12%	5 9%	7 13%	9 22%	4 21%	56 19%	23 23%	
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	73 18%	55 17%	18 22%	14 17%	16 19%	23 19%	17 19%	19 19%	18 13%	20 26%	15 11%	73 62%	9 8%	6 7%	7 12%	4 8%	4 10%	2 12%	2 18%	53 19%	18 19%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	72 18%	59 19%	14 16%	14 17%	19 22%	23 18%	14 16%	26 25%	26 20%	14 18%	11 9%	9 7%	72 66%	4 5%	5 9%	9 18%	2 5%	2 9%	46 16%	25 25%	
UNFAVORABLE BUSINESS CLIMATE	58 15%	48 15%	10 12%	9 11%	13 15%	17 14%	17 19%	12 11%	23 18%	11 14%	7 5%	6 5%	6 5%	58 68%	4 6%	4 9%	2 5%	1 4%	44 15%	12 12%	
COST OF HEALTH CARE INSURANCE	34 8%	27 9%	6 7%	2 2%	6 7%	20 16%	6 7%	14 13%	8 6%	7 9%	5 4%	5 4%	5 5%	3 4%	34 55%	6 12%	-	1 4%	26 9%	8 8%	
INCREASING COSTS OF WAGES	20 5%	13 4%	7 9%	10 12%	6 6%	3 2%	2 2%	7 7%	6 5%	3 4%	5 4%	6 5%	3 3%	-	2 3%	20 39%	4 4%	-	18 6%	2 2%	
RISING INTEREST RATES	20 5%	14 4%	7 8%	6 7%	7 8%	2 2%	4 4%	4 4%	9 7%	1 1%	7 5%	4 4%	3 3%	4 4%	2 3%	-	20 52%	-	18 6%	2 2%	
COST OR AVAILABILITY OF CAPITAL TO INVEST	8 2%	5 2%	3 4%	2 2%	1 1%	3 2%	1 1%	1 1%	3 3%	3 3%	1 1%	1 1%	1 1%	-	2 3%	-	-	8 45%	7 2%	1 1%	
APPLYING AUTOMATION	5 1%	4 1%	1 1%	-	-	3 2%	2 3%	3 3%	1 1%	-	-	-	1 1%	-	-	-	1 2%	-	4 1%	1 1%	
OTHER	22 5%	19 6%	3 4%	2 3%	4 4%	4 3%	8 9%	2 2%	9 7%	1 1%	1 1%	1 1%	-	-	-	-	-	1 5%	16 6%	5 5%	
DON'T KNOW/NOT SURE	7 2%	6 2%	1 1%	2 3%	2 2%	1 1%	1 1%	3 3%	-	-	-	-	-	-	-	-	-	-	6 2%	1 1%	

Table 20-4

QUESTION 19:

What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

First Choice.

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVIMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE-TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%	
INFLATION	81 20%	36 18%	29 24%	12 17%	9 15%	12 22%	10 19%	7 17%	48 21%	17 18%	8 17%	8 30%	34 22%	29 18%	17 21%	29 19%	10 18%	22 22%	14 27%	17 17%	41 19%	
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	73 18%	40 21%	19 15%	17 24%	12 18%	4 7%	8 15%	5 12%	45 19%	16 18%	6 13%	4 16%	21 14%	39 24%	11 14%	25 17%	9 16%	9 9%	12 24%	19 19%	39 18%	
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	72 18%	25 13%	37 31%	15 21%	8 12%	18 33%	9 17%	8 19%	16 7%	27 30%	18 38%	8 32%	46 30%	24 15%	3 3%	53 36%	11 20%	25 25%	10 20%	25 25%	30 14%	
UNFAVORABLE BUSINESS CLIMATE	58 15%	38 19%	15 13%	7 10%	9 13%	8 15%	4 7%	5 14%	40 17%	9 10%	8 18%	- -	17 11%	28 17%	12 16%	16 11%	9 16%	14 14%	5 10%	14 14%	39 18%	
COST OF HEALTH CARE INSURANCE	34 8%	19 10%	10 8%	7 9%	6 9%	8 15%	6 11%	3 7%	25 11%	5 6%	2 5%	1 3%	13 8%	7 4%	14 18%	7 5%	6 11%	4 4%	2 4%	9 9%	17 8%	
INCREASING COSTS OF WAGES	20 5%	7 4%	2 2%	5 7%	6 9%	1 2%	7 14%	4 10%	11 5%	5 6%	1 2%	2 10%	4 3%	10 6%	7 9%	6 4%	4 7%	13 13%	1 2%	5 5%	12 5%	
RISING INTEREST RATES	20 5%	14 7%	5 4%	4 5%	6 10%	- -	1 3%	5 12%	15 6%	5 5%	- -	1 4%	9 6%	7 4%	5 6%	3 2%	3 5%	1 1%	3 6%	4 4%	14 6%	
COST OR AVAILABILITY OF CAPITAL TO INVEST	8 2%	5 2%	- -	2 2%	2 3%	1 2%	3 6%	1 3%	8 4%	- -	- -	- -	3 2%	3 2%	2 2%	- -	1 2%	3 3%	1 2%	3 3%	3 1%	
APPLYING AUTOMATION	5 1%	2 1%	1 1%	- -	1 1%	1 1%	3 5%	1 3%	3 1%	3 3%	- -	- -	2 1%	3 2%	1 1%	3 2%	1 2%	- -	- -	- -	4 2%	
OTHER	22 5%	9 4%	2 2%	3 4%	5 7%	1 2%	2 4%	1 3%	17 7%	3 3%	1 2%	2 6%	7 4%	10 6%	5 6%	4 3%	2 3%	8 8%	2 4%	3 3%	15 7%	
DON'T KNOW/NOT SURE	7 2%	3 2%	1 1%	1 1%	2 3%	1 1%	- -	- -	3 1%	1 1%	2 5%	- -	- -	4 2%	3 4%	3 2%	- -	- -	1 2%	1 1%	5 2%	

Table 20-5

QUESTION 19:

What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

First Choice.

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS			
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE-TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
INFLATION	81 20%	46 20%	47 21%	43 19%	39 20%	34 20%	28 17%	30 20%	43 25%	35 17%	34 18%	44 23%	27 14%	51 24%	25 20%	51 20%	24 21%	25 19%	32 21%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	73 18%	42 18%	39 17%	39 18%	40 20%	26 16%	25 15%	24 16%	22 13%	46 22%	31 16%	42 22%	31 17%	40 20%	17 14%	53 21%	21 18%	39 30%	13 8%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	72 18%	42 18%	44 19%	41 18%	36 18%	36 21%	35 21%	34 22%	32 19%	35 17%	36 18%	32 17%	40 21%	32 16%	33 26%	38 15%	18 16%	17 13%	38 25%
UNFAVORABLE BUSINESS CLIMATE	58 15%	35 15%	34 15%	36 16%	29 14%	23 14%	26 15%	20 13%	29 17%	27 13%	37 19%	20 11%	31 17%	27 13%	19 15%	37 15%	19 16%	10 7%	30 19%
COST OF HEALTH CARE INSURANCE	34 8%	22 10%	22 10%	21 9%	17 9%	13 8%	17 10%	14 9%	12 7%	20 10%	14 7%	19 10%	15 8%	19 9%	7 5%	27 11%	10 9%	17 13%	6 4%
INCREASING COSTS OF WAGES	20 5%	10 4%	11 5%	10 5%	9 5%	11 6%	9 6%	8 5%	5 3%	14 7%	9 5%	10 5%	10 5%	10 5%	6 5%	12 5%	4 4%	10 7%	7 4%
RISING INTEREST RATES	20 5%	11 5%	10 4%	12 6%	9 5%	8 5%	10 6%	6 4%	11 6%	10 5%	10 5%	10 5%	12 6%	8 4%	8 6%	11 4%	6 5%	6 4%	8 5%
COST OR AVAILABILITY OF CAPITAL TO INVEST	8 2%	5 2%	4 2%	4 2%	5 2%	2 1%	2 1%	4 2%	3 2%	5 2%	5 2%	3 1%	3 1%	6 3%	3 2%	4 2%	2 2%	1 1%	6 4%
APPLYING AUTOMATION	5 1%	4 2%	3 1%	4 2%	1 -	1 1%	2 1%	3 2%	3 2%	2 1%	3 2%	2 1%	2 1%	3 1%	2 1%	3 1%	2 2%	1 1%	3 2%
OTHER	22 5%	14 6%	9 4%	10 5%	10 5%	10 6%	10 6%	7 5%	9 5%	11 5%	11 6%	8 4%	15 8%	7 3%	4 3%	16 6%	7 6%	6 5%	8 5%
DON'T KNOW/NOT SURE	7 2%	3 1%	3 1%	2 1%	4 2%	3 2%	3 2%	2 1%	2 1%	2 1%	3 2%	1 1%	2 1%	3 2%	3 2%	2 1%	2 2%	1 1%	4 2%

Table 20-6

QUESTION 19:

What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

First Choice.

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	REGION					
		IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	71 23%	11 20%	15 30%	10 20%	10 20%	5 11%	19 39%
INFLATION	63 21%	10 18%	5 11%	17 33%	14 27%	8 16%	9 18%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	49 16%	9 16%	5 11%	3 7%	12 24%	15 31%	4 7%
UNFAVORABLE BUSINESS CLIMATE	42 14%	9 16%	7 14%	7 13%	5 10%	8 16%	6 12%
INCREASING COSTS OF WAGES	23 8%	4 7%	9 17%	5 10%	1 2%	4 9%	1 1%
COST OF HEALTH CARE INSURANCE	22 7%	6 11%	3 5%	2 3%	2 4%	4 9%	5 10%
RISING INTEREST RATES	11 4%	3 5%	1 3%	- -	3 6%	4 7%	1 1%
COST OR AVAILABILITY OF CAPITAL TO INVEST	8 3%	1 2%	1 3%	2 3%	1 2%	- -	3 6%
APPLYING AUTOMATION	1 -	1 2%	- -	- -	- -	- -	- -
OTHER	15 5%	2 3%	3 5%	5 10%	2 4%	- -	3 6%
DON'T KNOW/NOT SURE	2 1%	- -	- -	- -	1 2%	1 1%	- -

Table 21-1

QUESTION 19C:

What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

Combined Choices.

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL- \$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC- ISION	METAL	PROC- ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MAN- AGER	MGMT TEAM
BASE-TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	227 57%	173 43%	144 36%	126 32%	102 25%	204 51%	120 30%	70 17%	80 20%	57 14%	45 11%	38 9%	73 18%	322 81%	160 40%	119 30%	84 21%	24 6%
INFLATION	132 33%	42 30%	35 40%	13 27%	16 37%	26 32%	76 34%	55 32%	57 40%	36 28%	31 30%	74 36%	31 26%	25 36%	23 28%	22 38%	17 38%	17 45%	28 39%	100 31%	55 35%	36 31%	28 34%	8 34%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	118 30%	39 28%	24 27%	17 35%	11 26%	28 34%	62 27%	56 32%	62 43%	30 24%	16 15%	67 33%	35 29%	13 19%	29 36%	18 32%	10 22%	10 27%	28 38%	89 28%	58 36%	27 23%	25 30%	5 20%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	110 27%	31 22%	20 23%	17 36%	13 30%	29 35%	51 22%	59 34%	25 18%	32 25%	45 45%	38 19%	36 30%	34 49%	24 30%	17 30%	16 36%	4 11%	13 18%	95 30%	30 19%	35 29%	26 31%	11 44%
UNFAVORABLE BUSINESS CLIMATE	86 21%	34 25%	20 23%	15 30%	8 20%	9 11%	54 24%	32 18%	27 19%	29 23%	27 26%	44 22%	24 20%	18 26%	18 22%	14 24%	10 23%	9 24%	17 24%	68 21%	28 18%	37 31%	16 19%	3 13%
COST OF HEALTH CARE INSURANCE	61 15%	18 13%	14 16%	8 17%	4 9%	17 20%	32 14%	29 17%	16 11%	30 24%	11 11%	33 16%	24 20%	5 7%	14 18%	10 17%	7 16%	4 11%	5 7%	56 17%	27 17%	15 13%	13 15%	5 21%
INCREASING COSTS OF WAGES	52 13%	18 13%	13 15%	5 10%	6 14%	10 12%	31 14%	20 12%	13 9%	24 19%	13 13%	22 11%	19 16%	10 15%	11 14%	9 15%	3 7%	7 18%	10 13%	42 13%	18 11%	12 10%	17 20%	5 20%
RISING INTEREST RATES	39 10%	13 9%	13 15%	3 6%	6 15%	4 5%	25 11%	14 8%	11 8%	15 12%	9 9%	22 11%	13 11%	3 4%	8 10%	2 3%	6 13%	5 12%	9 12%	28 9%	13 8%	16 13%	6 7%	3 12%
COST OR AVAILABILITY OF CAPITAL TO INVEST	19 5%	3 2%	6 7%	2 4%	2 4%	6 7%	9 4%	9 5%	8 5%	8 6%	2 2%	13 6%	6 5%	- -	3 4%	1 1%	3 7%	1 2%	4 6%	15 5%	10 6%	5 4%	3 4%	- -
APPLYING AUTOMATION	7 2%	4 3%	2 3%	- -	- -	1 1%	6 3%	1 -	2 1%	1 1%	4 4%	3 1%	2 2%	2 2%	2 2%	1 1%	1 2%	1 2%	- -	7 2%	2 1%	4 4%	1 1%	- -
OTHER	36 9%	17 12%	5 6%	5 10%	4 9%	6 7%	22 10%	14 8%	15 10%	11 9%	8 8%	17 8%	12 10%	7 10%	7 9%	4 7%	2 4%	4 11%	7 9%	29 9%	17 11%	10 9%	7 9%	1 5%
DON'T KNOW/NOT SURE	7 2%	4 3%	1 1%	- -	1 2%	1 1%	5 2%	2 1%	1 1%	2 2%	- -	4 2%	1 1%	- -	1 1%	- -	- -	1 3%	3 4%	4 1%	4 3%	- -	2 2%	1 3%

Table 21-2

QUESTION 19C:

What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

Combined Choices.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					CONF																			
BASE-TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
INFLATION	132	39	60	99	30	11	41	75	10	93	27	26	57	47	21	64	46	39	35	54	13	105	9	16
	33%	26%	36%	31%	41%	22%	25%	45%	20%	42%	23%	28%	36%	34%	26%	39%	31%	33%	38%	29%	28%	32%	35%	36%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	118	34	50	84	31	13	50	51	15	71	32	26	52	40	18	49	50	46	18	51	14	102	7	6
	30%	22%	30%	26%	42%	27%	30%	31%	30%	32%	26%	28%	33%	29%	22%	30%	34%	39%	20%	28%	32%	28%	28%	13%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	110	59	43	103	7	19	50	36	12	51	43	32	35	40	37	28	42	33	19	55	12	74	11	23
	27%	39%	26%	32%	9%	39%	30%	22%	24%	23%	36%	34%	22%	29%	44%	17%	29%	28%	21%	30%	25%	23%	43%	52%
UNFAVORABLE BUSINESS CLIMATE	86	21	38	59	25	4	37	42	4	64	18	14	45	27	13	51	22	19	30	35	7	67	8	11
	21%	13%	23%	18%	34%	9%	22%	25%	8%	29%	15%	14%	28%	20%	16%	31%	15%	16%	32%	19%	15%	21%	31%	24%
COST OF HEALTH CARE INSURANCE	61	21	26	47	13	8	26	25	13	33	14	17	17	26	12	23	25	11	15	35	13	56	3	2
	15%	14%	15%	15%	17%	17%	16%	15%	26%	15%	12%	17%	11%	19%	14%	14%	17%	9%	16%	19%	29%	17%	12%	4%
INCREASING COSTS OF WAGES	52	24	24	48	4	5	26	20	9	20	22	17	17	18	17	17	17	20	15	17	5	42	4	6
	13%	16%	14%	15%	6%	11%	15%	12%	19%	9%	18%	17%	11%	13%	21%	11%	12%	17%	16%	9%	11%	13%	17%	13%
RISING INTEREST RATES	39	10	24	34	5	3	20	17	3	23	13	7	22	9	8	22	9	17	6	16	1	34	1	2
	10%	7%	14%	11%	7%	5%	12%	10%	7%	10%	11%	7%	14%	7%	10%	13%	6%	14%	7%	9%	3%	11%	6%	4%
COST OR AVAILABILITY OF CAPITAL TO INVEST	19	7	8	15	4	3	7	6	3	12	3	1	6	8	3	5	9	7	5	7	2	19	-	-
	5%	4%	5%	5%	5%	6%	4%	4%	5%	5%	3%	2%	4%	6%	4%	3%	6%	6%	5%	4%	4%	6%	-	-
APPLYING AUTOMATION	7	3	2	6	1	2	2	3	-	3	4	1	4	2	3	2	2	-	1	6	2	5	2	-
	2%	2%	1%	2%	2%	3%	1%	2%	-	1%	4%	1%	3%	1%	3%	1%	2%	-	1%	3%	3%	2%	7%	-
OTHER	36	16	12	28	7	5	18	10	4	19	11	7	13	12	4	16	12	9	10	15	3	29	1	6
	9%	10%	7%	9%	9%	10%	11%	6%	9%	8%	9%	8%	8%	9%	5%	10%	8%	8%	11%	8%	7%	9%	5%	13%
DON'T KNOW/NOT SURE	7	4	3	7	-	3	1	-	2	-	5	4	-	2	3	-	4	1	-	6	1	5	-	-
	2%	3%	2%	2%	-	6%	1%	-	4%	-	4%	5%	-	2%	3%	-	3%	1%	-	3%	2%	2%	-	-

Table 21-3

QUESTION 19C:

What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

Combined Choices.

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- SION	FLAT	RECES- SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE-TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
INFLATION	132 33%	111 35%	21 25%	32 39%	26 31%	41 33%	27 30%	18 17%	46 35%	31 41%	132 100%	29 24%	22 20%	17 19%	10 17%	12 24%	15 38%	5 25%	94 32%	34 35%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	118 30%	78 25%	40 47%	23 27%	30 35%	39 31%	22 25%	29 29%	37 28%	29 38%	29 22%	118 100%	17 16%	13 15%	12 20%	10 19%	8 22%	3 16%	88 30%	26 27%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	110 27%	90 28%	20 24%	24 29%	25 29%	32 26%	24 27%	40 39%	38 29%	16 20%	22 16%	17 15%	110 100%	10 12%	10 17%	12 24%	5 12%	3 16%	73 25%	35 36%
UNFAVORABLE BUSINESS CLIMATE	86 21%	74 23%	12 15%	13 16%	23 27%	25 20%	22 25%	18 17%	31 23%	18 24%	17 13%	13 11%	10 9%	86 100%	7 11%	4 9%	6 14%	1 4%	61 21%	22 22%
COST OF HEALTH CARE INSURANCE	61 15%	49 15%	12 14%	5 6%	14 17%	30 24%	11 12%	19 18%	17 13%	15 19%	10 8%	12 10%	10 9%	7 8%	61 100%	8 15%	2 5%	3 14%	44 15%	17 17%
INCREASING COSTS OF WAGES	52 13%	34 11%	18 21%	23 27%	10 11%	11 9%	8 9%	19 19%	17 13%	10 13%	12 9%	10 8%	12 11%	4 5%	8 13%	52 100%	2 4%	- -	35 12%	16 16%
RISING INTEREST RATES	39 10%	29 9%	10 12%	11 13%	10 12%	9 8%	5 6%	10 9%	16 12%	2 3%	15 11%	8 7%	5 4%	6 7%	2 3%	2 3%	39 100%	- -	34 12%	5 5%
COST OR AVAILABILITY OF CAPITAL TO INVEST	19 5%	14 4%	4 5%	3 3%	3 3%	7 5%	4 5%	4 4%	8 6%	4 5%	5 3%	3 2%	3 3%	1 1%	3 4%	- -	- -	19 100%	14 5%	4 4%
APPLYING AUTOMATION	7 2%	6 2%	1 1%	- -	- -	3 2%	4 4%	4 4%	1 1%	- -	- -	- -	2 2%	- -	- -	- -	1 2%	- -	6 2%	1 1%
OTHER	36 9%	29 9%	7 8%	6 7%	5 6%	10 8%	11 13%	5 5%	16 13%	4 5%	3 2%	5 4%	3 3%	4 4%	1 2%	- -	- -	1 5%	25 9%	9 9%
DON'T KNOW/NOT SURE	7 2%	6 2%	1 1%	2 3%	2 2%	1 1%	1 1%	3 3%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	6 2%	1 1%

Table 21-4

QUESTION 19C:

What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

Combined Choices.

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE-TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%	
INFLATION	132 33%	69 35%	45 37%	24 33%	14 22%	16 28%	17 31%	15 38%	81 35%	26 29%	13 27%	11 43%	56 37%	48 30%	26 33%	45 30%	16 30%	31 31%	18 35%	28 28%	72 33%	
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	118 30%	67 34%	30 25%	27 37%	18 28%	8 14%	18 33%	10 26%	72 31%	27 30%	11 23%	6 22%	42 27%	55 34%	20 25%	40 27%	18 33%	26 26%	18 35%	28 28%	59 27%	
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	110 27%	39 20%	59 49%	25 34%	13 21%	25 46%	15 27%	13 32%	33 14%	35 39%	23 49%	14 55%	63 41%	40 24%	5 7%	71 48%	14 26%	31 31%	16 31%	36 36%	49 22%	
UNFAVORABLE BUSINESS CLIMATE	86 21%	53 27%	24 20%	10 13%	13 20%	11 20%	8 15%	7 19%	55 24%	18 19%	13 28%	- -	30 19%	37 23%	17 21%	29 19%	12 23%	19 19%	8 16%	20 20%	51 23%	
COST OF HEALTH CARE INSURANCE	61 15%	33 17%	18 14%	15 21%	11 18%	13 23%	8 15%	5 12%	43 19%	11 12%	2 5%	4 16%	23 15%	18 11%	19 24%	15 10%	12 23%	14 14%	4 8%	15 15%	31 14%	
INCREASING COSTS OF WAGES	52 13%	20 10%	18 15%	12 16%	11 17%	14 26%	13 23%	6 16%	24 10%	16 17%	7 15%	4 17%	19 12%	19 12%	14 18%	24 16%	7 13%	15 15%	7 14%	14 14%	30 14%	
RISING INTEREST RATES	39 10%	29 15%	8 7%	7 10%	12 18%	2 3%	3 6%	6 16%	26 11%	9 10%	2 3%	2 8%	14 9%	16 10%	10 12%	9 6%	7 13%	1 1%	7 14%	12 12%	24 11%	
COST OR AVAILABILITY OF CAPITAL TO INVEST	19 5%	8 4%	2 2%	4 5%	4 6%	1 2%	4 7%	4 11%	15 6%	2 2%	1 1%	1 4%	4 2%	12 7%	3 3%	4 3%	2 3%	6 6%	2 4%	5 5%	9 4%	
APPLYING AUTOMATION	7 2%	2 1%	1 1%	- -	1 1%	2 4%	3 5%	1 3%	3 1%	3 3%	2 3%	- -	3 2%	3 2%	1 1%	4 3%	1 2%	- -	- -	- -	6 3%	
OTHER	36 9%	13 7%	3 2%	5 7%	6 9%	5 10%	5 9%	2 6%	26 11%	5 5%	3 5%	3 10%	14 9%	15 9%	7 8%	8 5%	5 10%	13 13%	4 8%	3 3%	22 10%	
DON'T KNOW/NOT SURE	7 2%	3 2%	1 1%	1 1%	2 3%	1 1%	- -	- -	3 1%	1 1%	2 5%	- -	- -	4 2%	3 4%	3 2%	- -	- -	1 2%	1 1%	5 2%	

Table 21-5

QUESTION 19C:

What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

Combined Choices.

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCCL PLANS			
	TOTAL	WORK-	COMP	SAFE	FLEX	INDUS	BENE-	CAREER	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-	REST
		LIFE BAL	SALARY	ENVIR	SHIFTS	-TRY LEADER	FITS	GROWTH											
BASE-TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
INFLATION	132 33%	72 31%	80 35%	74 33%	63 32%	55 33%	49 30%	49 32%	60 35%	65 31%	59 31%	69 36%	52 28%	76 37%	39 31%	84 33%	40 35%	48 36%	44 29%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	118 30%	74 32%	65 29%	66 30%	63 32%	48 28%	44 26%	45 30%	38 22%	73 35%	51 26%	66 35%	55 29%	62 30%	26 21%	88 35%	30 26%	58 44%	30 19%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	110 27%	62 27%	70 31%	66 30%	53 27%	55 33%	51 31%	50 34%	50 29%	55 26%	61 31%	44 23%	60 32%	50 24%	46 36%	62 25%	32 28%	25 19%	52 34%
UNFAVORABLE BUSINESS CLIMATE	86 21%	51 22%	51 23%	49 22%	43 21%	32 19%	35 21%	27 18%	43 25%	40 19%	48 25%	37 19%	42 22%	44 21%	29 23%	55 22%	26 22%	19 15%	41 27%
COST OF HEALTH CARE INSURANCE	61 15%	39 17%	38 17%	38 17%	31 16%	25 15%	31 19%	24 16%	19 11%	38 18%	24 12%	35 19%	22 12%	37 18%	16 13%	44 17%	14 12%	29 22%	18 12%
INCREASING COSTS OF WAGES	52 13%	31 13%	26 12%	28 12%	28 14%	25 15%	24 15%	20 13%	18 11%	28 13%	23 12%	26 13%	28 15%	21 10%	17 13%	31 12%	11 11%	18 14%	22 14%
RISING INTEREST RATES	39 10%	25 11%	22 10%	25 11%	21 10%	16 10%	18 11%	14 9%	20 12%	18 9%	13 7%	25 13%	17 9%	22 10%	12 10%	24 9%	9 8%	14 11%	16 10%
COST OR AVAILABILITY OF CAPITAL TO INVEST	19 5%	11 4%	9 4%	10 4%	11 5%	7 4%	9 6%	9 6%	7 4%	9 4%	12 6%	6 3%	6 3%	12 6%	6 5%	11 4%	5 5%	2 1%	11 7%
APPLYING AUTOMATION	7 2%	6 2%	4 2%	5 2%	2 1%	3 2%	3 2%	4 3%	5 3%	2 1%	5 2%	2 1%	4 2%	3 1%	3 3%	3 1%	3 3%	1 1%	3 2%
OTHER	36 9%	26 11%	20 9%	19 9%	20 10%	17 10%	17 10%	13 9%	16 9%	18 9%	18 9%	16 8%	20 11%	15 7%	8 6%	26 10%	12 10%	11 9%	13 8%
DON'T KNOW/NOT SURE	7 2%	3 1%	3 1%	2 1%	4 2%	3 2%	3 2%	2 1%	2 1%	2 1%	3 2%	1 1%	2 1%	3 2%	3 2%	2 1%	2 2%	1 1%	4 2%

Table 21-6

QUESTION 19C:

What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

Combined Choices.

BANNER 6

----- GREATER MN REGION -----

	REGION						
	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE--TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	98 32%	14 26%	19 39%	12 24%	16 31%	12 25%	24 48%
INFLATION	93 30%	16 30%	11 22%	20 40%	18 35%	13 26%	15 30%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	90 29%	18 33%	18 36%	8 16%	18 35%	20 41%	7 14%
UNFAVORABLE BUSINESS CLIMATE	59 20%	12 23%	11 22%	8 17%	8 16%	12 24%	8 16%
COST OF HEALTH CARE INSURANCE	45 15%	12 23%	5 11%	8 17%	4 8%	9 17%	7 13%
INCREASING COSTS OF WAGES	43 14%	7 13%	10 20%	5 10%	7 14%	9 19%	5 10%
RISING INTEREST RATES	28 9%	7 13%	1 3%	- -	7 14%	8 16%	4 8%
COST OR AVAILABILITY OF CAPITAL TO INVEST	15 5%	2 3%	3 5%	3 7%	2 4%	- -	5 11%
APPLYING AUTOMATION	1 -	1 2%	- -	- -	- -	- -	- -
OTHER	26 8%	5 10%	8 17%	5 10%	4 8%	- -	3 6%
DON'T KNOW/NOT SURE	2 1%	- -	- -	- -	1 2%	1 1%	- -

Table 22-1
QUESTION 20:
Is your company currently having challenges meeting customer demand?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (NO - YES)	195	58	60	28	15	34	118	77	65	56	56	100	54	37	36	23	19	19	50	139	69	54	54	9
	49%	42%	69%	58%	35%	41%	52%	44%	46%	45%	55%	49%	45%	53%	45%	41%	41%	51%	69%	43%	43%	45%	64%	39%
NOT HAVING CHALLENGES	294	98	72	38	29	57	171	123	103	90	79	150	86	53	58	39	31	28	61	228	112	87	68	17
	73%	70%	83%	79%	66%	69%	75%	71%	72%	71%	77%	74%	72%	75%	72%	69%	69%	76%	84%	71%	70%	73%	81%	69%
TOTAL YES	99	40	13	10	13	23	53	47	38	33	23	50	32	16	21	16	12	9	11	88	43	33	14	7
-----	25%	28%	15%	21%	31%	28%	23%	27%	26%	26%	23%	24%	27%	23%	27%	28%	27%	24%	15%	27%	27%	27%	17%	31%
ATTRACTING NEW EMPLOYEES	36	12	7	6	3	8	19	17	11	16	9	11	19	5	8	9	3	1	2	35	14	15	3	2
	9%	9%	8%	12%	8%	10%	8%	10%	7%	13%	9%	6%	16%	8%	10%	17%	7%	2%	2%	11%	9%	13%	4%	9%
SUPPLIERS/MATERIALS ISSUES	28	11	3	2	3	8	15	13	10	6	8	16	5	6	3	4	5	5	2	26	13	7	7	1
	7%	8%	4%	5%	7%	9%	7%	8%	7%	5%	8%	8%	4%	8%	4%	7%	11%	13%	3%	8%	8%	6%	8%	6%
CUSTOMER ISSUES	12	7	1	2	-	2	8	4	6	6	-	7	4	1	3	-	2	2	2	10	5	4	1	2
	3%	5%	1%	5%	-	2%	4%	2%	5%	4%	-	3%	3%	2%	4%	-	4%	4%	3%	3%	3%	4%	1%	7%
SHIPPING/LOGISTICS ISSUES	11	5	-	1	1	4	5	6	2	1	6	4	1	6	1	3	3	-	-	11	3	5	1	1
	3%	3%	-	3%	2%	4%	2%	3%	2%	1%	6%	2%	1%	8%	1%	6%	6%	-	-	3%	2%	4%	2%	6%
TRAINING EMPLOYEES	10	3	1	1	4	2	5	6	5	2	4	5	4	2	1	1	1	-	1	9	4	3	1	1
	3%	2%	2%	1%	9%	2%	2%	3%	3%	2%	4%	3%	3%	2%	2%	2%	3%	-	2%	3%	3%	3%	1%	3%
EQUIPMENT/PRODUCTION ISSUES	8	3	1	1	1	2	4	4	3	3	1	5	2	-	1	1	-	2	2	6	3	3	2	-
	2%	2%	1%	1%	2%	2%	2%	2%	2%	3%	1%	3%	2%	-	2%	1%	-	6%	2%	2%	2%	2%	2%	-
SOMETHING ELSE	22	8	3	1	4	6	11	11	7	10	5	13	4	5	7	4	2	3	5	17	10	5	4	3
	6%	6%	4%	2%	9%	8%	5%	6%	5%	8%	5%	6%	3%	7%	9%	7%	5%	8%	7%	5%	6%	4%	5%	12%
DON'T KNOW/NOT SURE	5	1	1	-	1	2	2	3	1	3	-	4	1	-	1	-	2	-	1	4	4	-	-	-
	1%	1%	1%	-	2%	2%	1%	2%	1%	2%	-	2%	1%	-	1%	-	4%	-	1%	1%	2%	-	-	-
REFUSED	2	1	1	-	-	-	2	-	1	1	-	-	1	1	-	1	-	-	-	2	1	-	1	-
	1%	1%	1%	-	-	-	1%	-	1%	1%	-	-	1%	2%	-	2%	-	-	-	1%	1%	-	2%	-

Table 22-2
QUESTION 20:
Is your company currently having challenges meeting customer demand?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	3/3	UNDER 50	51- 100	101+
					74																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (NO - YES)	195	83	84	167	25	20	100	61	29	98	65	52	82	57	36	75	79	50	34	105	25	155	9	27
	49%	54%	50%	52%	34%	40%	60%	37%	58%	44%	54%	54%	52%	41%	43%	46%	54%	43%	36%	58%	54%	48%	38%	61%
NOT HAVING CHALLENGES	294	117	125	242	48	34	133	111	39	157	92	73	120	94	59	118	112	83	62	143	35	236	16	36
	73%	76%	74%	75%	65%	69%	80%	67%	79%	71%	76%	76%	76%	69%	71%	72%	76%	71%	67%	78%	77%	73%	66%	81%
TOTAL YES	99	34	41	75	23	14	33	50	10	59	27	22	38	38	23	43	32	32	29	38	10	82	7	9
-----	25%	22%	24%	23%	31%	29%	20%	30%	21%	27%	23%	23%	24%	28%	27%	26%	22%	28%	31%	21%	23%	25%	29%	19%
ATTRACTING NEW EMPLOYEES	36	14	14	29	8	7	15	13	3	23	9	10	11	14	11	16	10	14	10	13	2	31	3	3
	9%	9%	8%	9%	11%	15%	9%	8%	6%	10%	8%	10%	7%	11%	13%	10%	7%	12%	11%	7%	5%	10%	11%	6%
SUPPLIERS/MATERIALS ISSUES	28	8	10	18	9	3	8	16	2	18	8	4	12	11	2	15	9	10	11	7	3	21	3	3
	7%	5%	6%	6%	12%	5%	5%	10%	4%	8%	7%	4%	7%	8%	3%	9%	6%	9%	12%	4%	6%	6%	11%	6%
CUSTOMER ISSUES	12	2	6	8	4	2	4	6	2	6	3	5	7	-	5	6	1	4	3	5	-	11	1	-
	3%	1%	4%	3%	5%	4%	3%	3%	4%	3%	3%	5%	4%	-	6%	4%	1%	4%	3%	3%	-	3%	5%	-
SHIPPING/LOGISTICS ISSUES	11	2	7	9	1	-	5	6	-	7	4	-	3	7	1	4	6	3	5	3	2	5	2	4
	3%	2%	4%	3%	2%	-	3%	4%	-	3%	3%	-	2%	5%	1%	2%	4%	2%	5%	2%	5%	2%	7%	9%
TRAINING EMPLOYEES	10	4	6	10	1	1	6	3	2	2	6	6	1	3	6	1	3	1	1	8	2	9	-	2
	3%	3%	4%	3%	1%	1%	4%	2%	4%	1%	5%	7%	1%	2%	8%	-	2%	1%	1%	4%	4%	3%	-	3%
EQUIPMENT/PRODUCTION ISSUES	8	4	3	6	1	1	4	3	1	3	4	1	3	4	2	3	3	2	2	4	1	8	-	-
	2%	2%	2%	2%	2%	2%	2%	2%	2%	1%	3%	1%	2%	3%	3%	2%	2%	2%	2%	2%	1%	2%	-	-
SOMETHING ELSE	22	7	9	17	5	2	2	18	1	18	3	1	11	9	2	10	10	5	7	10	4	17	2	3
	6%	5%	6%	5%	7%	4%	1%	11%	2%	8%	3%	1%	7%	7%	3%	6%	7%	4%	8%	5%	8%	5%	7%	7%
DON'T KNOW/NOT SURE	5	2	2	4	1	1	1	2	-	4	1	1	-	3	2	-	3	2	-	1	-	5	-	-
	1%	1%	1%	1%	1%	1%	1%	1%	-	2%	1%	1%	-	2%	2%	-	2%	2%	-	1%	-	2%	-	-
REFUSED	2	-	-	-	2	-	-	2	-	2	-	-	1	1	-	2	-	-	2	-	-	1	1	-
	1%	-	-	-	3%	-	-	1%	-	1%	-	-	1%	1%	-	1%	-	-	2%	-	-	-	5%	-

Table 22-3
QUESTION 20:
Is your company currently having challenges meeting customer demand?

BANNER 3

	GENDER			AGE			2025 PROJECTION					FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	INFL-ATION	INCR MAT COSTS	ATTR-ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	316	84	83	86	124	88	102	132	77	132	118	110	86	61	52	39	19	294	99
	100%	79%	21%	21%	22%	31%	22%	26%	33%	19%	33%	30%	27%	21%	15%	13%	10%	5%	73%	25%
**D/S (NO - YES)	195	153	42	41	41	59	39	64	73	24	59	61	38	39	27	19	30	10	294	-99
	49%	48%	50%	49%	47%	47%	45%	63%	56%	31%	45%	52%	34%	46%	44%	36%	75%	56%	100%	-100%
NOT HAVING CHALLENGES	294	231	62	61	64	89	64	82	102	49	94	88	73	61	44	35	34	14	294	-
	73%	73%	74%	73%	74%	72%	72%	80%	77%	64%	71%	74%	67%	71%	72%	67%	88%	78%	100%	-
TOTAL YES	99	79	20	20	23	30	24	18	29	26	34	26	35	22	17	16	5	4	-	99
-----	25%	25%	24%	24%	26%	24%	28%	18%	22%	34%	26%	22%	32%	25%	28%	31%	12%	22%	-	100%
ATTRACTING NEW EMPLOYEES	36	29	7	7	6	17	7	8	16	5	13	11	22	3	9	7	1	-	-	36
	9%	9%	9%	8%	7%	14%	8%	8%	12%	6%	10%	9%	20%	4%	15%	13%	2%	-	-	37%
SUPPLIERS/MATERIALS ISSUES	28	23	5	5	5	6	12	3	4	13	11	9	9	6	4	4	1	2	-	28
	7%	7%	6%	6%	6%	5%	14%	3%	3%	17%	9%	8%	8%	7%	7%	8%	3%	10%	-	28%
CUSTOMER ISSUES	12	9	3	2	2	4	4	1	6	2	3	5	2	3	3	1	2	-	-	12
	3%	3%	4%	2%	2%	3%	5%	1%	5%	2%	2%	4%	2%	3%	5%	2%	6%	-	-	12%
SHIPPING/LOGISTICS ISSUES	11	8	2	5	4	1	-	1	3	6	5	3	5	3	1	2	-	-	-	11
	3%	3%	3%	6%	5%	1%	-	1%	2%	7%	4%	3%	5%	4%	2%	5%	-	-	-	11%
TRAINING EMPLOYEES	10	7	3	3	4	3	1	5	2	1	2	2	7	3	3	2	1	-	-	10
	3%	2%	4%	3%	5%	2%	1%	5%	2%	1%	1%	2%	6%	4%	4%	5%	3%	-	-	11%
EQUIPMENT/PRODUCTION ISSUES	8	5	3	3	1	2	1	-	2	4	2	1	3	-	1	3	-	-	-	8
	2%	2%	3%	4%	1%	2%	1%	-	1%	5%	2%	1%	2%	-	1%	6%	-	-	-	8%
SOMETHING ELSE	22	18	4	4	8	8	1	4	6	4	9	3	3	8	5	2	1	2	-	22
	6%	6%	5%	5%	9%	6%	1%	4%	4%	5%	7%	2%	3%	9%	8%	4%	2%	12%	-	22%
DON'T KNOW/NOT SURE	5	5	-	2	-	3	-	1	1	1	3	2	1	2	-	1	-	-	-	-
	1%	2%	-	3%	-	2%	-	1%	1%	1%	2%	2%	1%	2%	-	2%	-	-	-	-
REFUSED	2	1	1	-	-	2	-	1	-	1	1	2	-	1	-	-	-	-	-	-
	1%	-	2%	-	-	2%	-	1%	-	1%	1%	2%	-	1%	-	-	-	-	-	-

Table 22-4
 QUESTION 20:
 Is your company currently having challenges meeting customer demand?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (NO - YES)	195 49%	126 64%	27 22%	27 37%	44 68%	11 21%	37 69%	14 37%	148 64%	34 37%	8 17%	5 19%	51 33%	87 54%	54 68%	36 24%	23 43%	73 73%	24 47%	56 56%	110 51%
NOT HAVING CHALLENGES	294 73%	159 81%	73 61%	49 67%	53 83%	33 59%	46 84%	26 67%	188 81%	61 68%	27 57%	15 57%	101 65%	124 76%	67 84%	91 61%	38 70%	85 85%	37 73%	77 77%	163 75%
TOTAL YES -----	99 25%	33 17%	47 39%	22 30%	10 15%	21 39%	8 15%	12 30%	40 17%	28 31%	19 41%	10 39%	50 33%	37 23%	12 15%	55 37%	15 28%	12 12%	13 25%	21 21%	53 24%
ATTRACTING NEW EMPLOYEES	36 9%	8 4%	30 24%	9 12%	1 1%	8 15%	4 6%	2 5%	5 2%	12 13%	13 29%	4 15%	28 18%	7 4%	2 2%	29 19%	6 11%	6 6%	4 8%	10 10%	19 9%
SUPPLIERS/MATERIALS ISSUES	28 7%	8 4%	9 7%	6 9%	6 9%	7 12%	1 2%	3 7%	13 6%	7 8%	3 6%	5 20%	12 8%	12 7%	4 5%	15 10%	4 7%	4 4%	3 6%	4 4%	15 7%
CUSTOMER ISSUES	12 3%	9 5%	4 3%	4 5%	1 1%	1 1%	1 1%	- -	9 4%	2 3%	1 2%	- -	6 4%	4 3%	2 2%	2 1%	3 5%	- -	- -	1 1%	8 4%
SHIPPING/LOGISTICS ISSUES	11 3%	1 1%	2 2%	3 3%	1 2%	4 7%	- -	3 9%	3 1%	5 6%	1 2%	1 5%	4 3%	6 4%	- 2%	7 2%	1 2%	1 1%	1 2%	3 3%	5 2%
TRAINING EMPLOYEES	10 3%	4 2%	3 3%	3 4%	2 3%	5 8%	1 1%	1 2%	5 2%	1 2%	2 4%	1 3%	6 4%	3 2%	2 2%	3 2%	1 2%	3 3%	3 6%	2 2%	5 2%
EQUIPMENT/PRODUCTION ISSUES	8 2%	1 1%	3 3%	3 4%	1 2%	1 2%	1 1%	2 5%	2 1%	4 5%	1 2%	1 4%	5 3%	2 1%	1 1%	6 4%	1 2%	1 1%	1 2%	1 1%	4 2%
SOMETHING ELSE	22 6%	11 6%	8 6%	3 3%	- -	2 3%	4 7%	3 8%	10 4%	7 8%	3 7%	- -	6 4%	13 8%	3 3%	10 7%	6 11%	- -	3 6%	5 5%	11 5%
DON'T KNOW/NOT SURE	5 1%	3 2%	1 1%	- -	- -	1 2%	- -	1 3%	3 1%	- -	1 2%	1 4%	2 1%	2 1%	- -	2 1%	- -	3 3%	1 2%	2 2%	2 1%
REFUSED	2 1%	1 -	- -	2 3%	1 2%	- -	1 1%	- -	1 -	1 1%	- -	- -	1 1%	- -	1 1%	1 1%	1 2%	- -	- -	- -	1 -

Table 22-5
QUESTION 20:
Is your company currently having challenges meeting customer demand?

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS			
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE=TOTAL SAMPLE	400	233	225	222	199	167	167	150	171	207	194	190	188	206	128	254	116	131	153
	100%	58%	56%	55%	50%	42%	42%	38%	43%	52%	48%	47%	47%	52%	32%	64%	29%	33%	38%
**D/S (NO - YES)	195	111	103	115	108	87	78	73	94	88	101	81	88	101	58	125	66	53	76
	49%	47%	46%	52%	54%	52%	46%	49%	55%	42%	52%	43%	47%	49%	45%	49%	57%	40%	50%
NOT HAVING CHALLENGES	294	171	162	168	154	126	122	111	131	145	145	134	136	152	92	187	91	91	112
	73%	73%	72%	76%	77%	75%	73%	74%	77%	70%	75%	70%	72%	74%	72%	74%	78%	70%	73%
TOTAL YES	99	60	59	53	45	38	45	38	37	58	45	53	48	51	34	62	25	39	35
-----	25%	26%	26%	24%	23%	23%	27%	25%	22%	28%	23%	28%	26%	25%	26%	24%	22%	29%	23%
ATTRACTING NEW EMPLOYEES	36	23	26	20	17	14	19	19	14	20	18	17	18	19	12	24	11	14	12
	9%	10%	11%	9%	9%	8%	12%	12%	8%	9%	9%	9%	9%	9%	9%	10%	9%	10%	8%
SUPPLIERS/MATERIALS ISSUES	28	13	17	14	9	12	10	12	7	19	14	14	11	17	10	17	5	10	12
	7%	6%	7%	6%	5%	7%	6%	8%	4%	9%	7%	7%	6%	8%	8%	7%	4%	8%	8%
CUSTOMER ISSUES	12	9	6	7	5	3	4	5	3	9	2	9	7	5	4	8	2	8	2
	3%	4%	3%	3%	3%	2%	2%	3%	2%	4%	1%	5%	4%	2%	3%	3%	2%	6%	1%
SHIPPING/LOGISTICS ISSUES	11	6	7	6	4	4	6	4	4	7	5	6	7	4	5	5	3	5	4
	3%	2%	3%	3%	2%	2%	4%	2%	2%	3%	3%	3%	4%	2%	4%	2%	2%	4%	2%
TRAINING EMPLOYEES	10	9	5	7	5	4	4	7	4	4	5	4	5	5	3	8	1	1	8
	3%	4%	2%	3%	2%	3%	2%	4%	3%	2%	3%	2%	3%	3%	2%	3%	1%	1%	5%
EQUIPMENT/PRODUCTION ISSUES	8	6	2	5	4	4	2	2	-	8	5	3	4	4	4	4	-	3	5
	2%	2%	1%	2%	2%	3%	1%	1%	-	4%	2%	1%	2%	2%	3%	2%	-	2%	3%
SOMETHING ELSE	22	14	15	13	12	9	14	6	10	11	11	11	12	10	11	9	7	8	7
	6%	6%	7%	6%	6%	6%	8%	4%	6%	5%	5%	6%	6%	5%	8%	4%	6%	6%	5%
DON'T KNOW/NOT SURE	5	3	3	1	-	1	-	1	2	2	2	3	2	3	1	4	-	1	4
	1%	1%	1%	-	-	1%	-	1%	1%	1%	1%	2%	1%	2%	1%	2%	-	1%	3%
REFUSED	2	-	1	-	-	2	-	-	-	2	2	-	2	-	1	1	-	-	2
	1%	-	1%	-	-	1%	-	-	-	1%	1%	-	1%	-	1%	-	-	-	1%

Table 22-6

QUESTION 20:

Is your company currently having challenges meeting customer demand?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (NO - YES)	176 58%	23 43%	36 73%	37 74%	24 47%	32 64%	23 47%
NOT HAVING CHALLENGES	237 78%	38 70%	43 86%	42 84%	37 73%	40 80%	37 73%
TOTAL YES -----	61 20%	15 28%	7 14%	5 10%	13 25%	8 16%	13 27%
ATTRACTING NEW EMPLOYEES	26 8%	6 11%	4 8%	2 3%	4 8%	2 4%	8 16%
SUPPLIERS/MATERIALS ISSUES	15 5%	4 7%	3 5%	2 3%	3 6%	3 6%	1 1%
TRAINING EMPLOYEES	9 3%	1 2%	1 3%	2 3%	3 6%	2 4%	- -
SHIPPING/LOGISTICS ISSUES	6 2%	1 2%	1 3%	- -	1 2%	3 6%	- -
EQUIPMENT/PRODUCTION ISSUES	4 1%	1 2%	1 3%	- -	1 2%	- -	1 1%
CUSTOMER ISSUES	3 1%	3 5%	- -	- -	- -	1 1%	- -
SOMETHING ELSE	14 5%	6 11%	- -	- -	3 6%	1 1%	4 8%
DON'T KNOW/NOT SURE	6 2%	- -	- -	3 7%	1 2%	2 4%	- -
REFUSED	1 -	1 2%	- -	- -	- -	- -	- -

Table 23-1
 QUESTION 23:
 Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

First Choice.
 BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL- \$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC- ISION	METAL	PROC- ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MAN- AGER	MGMT TEAM
BASE-TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	227 57%	173 43%	144 36%	126 32%	102 25%	204 51%	120 30%	70 17%	80 20%	57 14%	45 11%	38 9%	73 18%	322 81%	160 40%	119 30%	84 21%	24 6%
NEW CUSTOMERS AND MARKETS	137 34%	52 37%	29 33%	18 38%	11 26%	26 32%	81 36%	56 33%	53 37%	51 40%	28 27%	78 38%	38 32%	18 25%	26 32%	18 31%	19 43%	14 36%	26 35%	109 34%	57 35%	39 33%	29 35%	8 32%
HIRING NEW EMPLOYEES	70 18%	19 13%	19 22%	6 11%	9 21%	18 21%	38 17%	32 19%	27 19%	23 18%	17 17%	36 18%	24 20%	10 14%	15 18%	15 26%	5 11%	7 18%	15 20%	55 17%	34 21%	16 14%	13 16%	5 19%
INCREASING PRODUCTIVITY	35 9%	11 8%	10 12%	4 8%	1 2%	9 11%	21 9%	14 8%	13 9%	9 7%	9 9%	17 8%	10 9%	8 11%	7 9%	4 8%	2 5%	3 7%	6 8%	29 9%	16 10%	7 6%	10 11%	1 4%
NEW PRODUCTS	31 8%	7 5%	8 9%	5 11%	6 13%	5 6%	15 7%	16 9%	11 8%	5 4%	13 12%	13 6%	11 9%	7 11%	3 3%	6 10%	2 5%	3 7%	6 8%	25 8%	11 7%	10 8%	5 6%	2 9%
INCREASING PRODUCTIVITY THROUGH AUTOMATION	27 7%	8 6%	8 9%	4 7%	3 7%	5 6%	16 7%	12 7%	6 4%	9 7%	11 11%	8 4%	11 9%	8 11%	6 8%	4 8%	5 10%	1 2%	6 8%	22 7%	7 4%	12 10%	6 7%	2 7%
DEVELOPING MANAGERS AND LEADERS	26 7%	8 6%	4 4%	4 9%	4 10%	6 7%	12 5%	15 8%	6 4%	7 5%	12 11%	10 5%	8 7%	8 11%	6 8%	3 5%	5 12%	3 7%	1 2%	25 8%	6 4%	12 10%	7 8%	2 6%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	24 6%	12 8%	3 4%	1 2%	3 7%	5 5%	15 7%	8 5%	6 5%	10 8%	5 5%	12 6%	6 5%	5 7%	6 7%	4 6%	1 2%	1 4%	3 4%	21 6%	7 5%	8 7%	6 7%	2 8%
CAPITAL INVESTMENTS	20 5%	10 7%	2 3%	2 5%	2 5%	3 4%	12 5%	8 4%	12 8%	4 3%	3 3%	14 7%	4 3%	1 2%	4 5%	- -	6 12%	1 3%	5 7%	13 4%	8 5%	7 6%	1 1%	3 11%
OTHER	17 4%	7 5%	2 3%	2 5%	3 6%	3 3%	9 4%	8 4%	4 3%	6 5%	2 2%	9 4%	6 5%	3 4%	4 5%	1 3%	- -	4 11%	3 4%	14 4%	8 5%	5 4%	5 6%	- -
DON'T KNOW/NOT SURE	11 3%	5 4%	1 1%	1 3%	1 2%	2 3%	6 3%	5 3%	4 3%	2 1%	1 1%	6 3%	1 1%	1 2%	2 3%	1 1%	- -	1 4%	2 3%	7 2%	5 3%	3 3%	3 4%	- -
REFUSED	3 1%	2 1%	- -	- -	- -	1 1%	2 1%	1 1%	1 1%	- -	2 2%	1 -	- -	2 2%	2 2%	1 2%	- -	- -	- -	3 1%	2 1%	- -	- -	1 4%

Table 23-2
 QUESTION 23:
 Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

First Choice.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					CONF																			
BASE-TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
NEW CUSTOMERS AND MARKETS	137	40	65	104	29	13	54	63	13	86	38	31	60	46	33	60	43	42	31	61	15	116	6	12
	34%	26%	39%	33%	40%	27%	32%	38%	26%	39%	32%	32%	37%	33%	40%	37%	29%	36%	34%	33%	33%	36%	23%	27%
HIRING NEW EMPLOYEES	70	32	26	58	12	8	29	31	4	43	23	15	33	21	13	30	25	20	10	38	11	60	3	7
	18%	21%	16%	18%	17%	15%	18%	19%	8%	19%	19%	16%	21%	15%	16%	19%	17%	17%	11%	21%	24%	19%	10%	16%
INCREASING PRODUCTIVITY	35	16	16	31	4	10	13	11	9	15	8	10	11	12	5	13	15	12	8	15	4	27	2	6
	9%	10%	9%	10%	5%	19%	8%	6%	19%	7%	7%	11%	7%	9%	6%	8%	11%	10%	9%	8%	9%	8%	7%	14%
NEW PRODUCTS	31	8	16	24	6	3	17	9	5	15	11	3	12	14	6	14	10	8	8	14	6	23	3	4
	8%	6%	9%	8%	9%	6%	10%	6%	10%	7%	9%	3%	8%	10%	7%	9%	7%	7%	9%	8%	14%	7%	12%	10%
INCREASING PRODUCTIVITY THROUGH AUTOMATION	27	17	5	23	4	3	14	9	7	14	7	9	6	13	2	10	15	9	7	12	3	20	1	6
	7%	11%	3%	7%	5%	5%	9%	6%	14%	6%	6%	9%	4%	10%	2%	6%	10%	8%	7%	6%	6%	6%	6%	14%
DEVELOPING MANAGERS AND LEADERS	26	13	10	23	3	4	13	7	3	13	11	10	6	9	6	8	10	9	8	9	2	19	3	4
	7%	9%	6%	7%	4%	8%	8%	4%	6%	6%	9%	10%	4%	7%	8%	5%	7%	8%	8%	5%	3%	6%	14%	9%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	24	10	11	21	2	3	7	12	5	8	10	8	9	6	10	6	8	4	6	13	2	17	5	-
	6%	7%	7%	7%	3%	6%	4%	7%	11%	4%	8%	8%	5%	5%	12%	4%	5%	3%	7%	7%	5%	5%	19%	-
CAPITAL INVESTMENTS	20	8	8	16	3	3	6	10	-	12	7	3	8	8	3	7	10	7	6	6	1	18	-	1
	5%	5%	5%	5%	4%	7%	4%	6%	-	6%	5%	3%	5%	6%	4%	4%	7%	6%	7%	3%	2%	6%	-	3%
OTHER	17	4	8	12	6	2	7	6	2	10	3	4	7	5	1	8	6	6	2	8	1	14	1	1
	4%	3%	5%	4%	7%	4%	4%	4%	5%	4%	2%	4%	4%	3%	1%	5%	4%	5%	2%	5%	2%	4%	5%	3%
DON'T KNOW/NOT SURE	11	5	3	7	3	1	4	6	2	5	3	3	5	2	3	5	3	1	4	5	-	8	1	-
	3%	3%	2%	2%	5%	2%	2%	4%	4%	2%	2%	3%	3%	1%	4%	3%	2%	1%	5%	2%	-	2%	6%	-
REFUSED	3	1	-	1	2	-	1	2	-	2	1	-	2	1	-	2	1	-	2	1	1	1	-	2
	1%	1%	-	-	2%	-	1%	1%	-	1%	1%	-	1%	1%	-	1%	1%	-	2%	1%	2%	-	-	4%

Table 23-3
 QUESTION 23:
 Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

First Choice.

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- SION	FLAT	RECES- SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE-TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
NEW CUSTOMERS AND MARKETS	137 34%	108 34%	29 34%	24 28%	28 32%	49 40%	30 34%	31 31%	45 34%	22 29%	49 38%	49 42%	23 21%	42 49%	25 41%	11 21%	15 39%	5 28%	110 37%	24 24%
HIRING NEW EMPLOYEES	70 18%	50 16%	21 24%	12 14%	10 12%	27 22%	20 23%	13 13%	27 21%	17 22%	25 19%	20 17%	37 34%	10 12%	9 15%	7 13%	5 12%	1 5%	45 15%	25 26%
INCREASING PRODUCTIVITY	35 9%	26 8%	9 10%	8 10%	7 8%	9 7%	11 12%	8 8%	8 6%	12 16%	8 6%	11 9%	13 12%	2 2%	9 15%	7 13%	2 6%	3 16%	24 8%	11 11%
NEW PRODUCTS	31 8%	22 7%	9 11%	6 8%	8 9%	10 8%	5 6%	11 10%	11 8%	3 5%	7 5%	8 7%	8 7%	6 6%	5 7%	5 9%	6 14%	2 10%	25 9%	4 4%
INCREASING PRODUCTIVITY THROUGH AUTOMATION	27 7%	23 7%	4 5%	9 11%	6 7%	7 6%	4 4%	10 10%	11 9%	2 3%	9 7%	7 6%	5 4%	5 6%	3 4%	7 13%	1 3%	2 9%	22 8%	5 5%
DEVELOPING MANAGERS AND LEADERS	26 7%	23 7%	3 4%	8 9%	8 9%	5 4%	5 6%	11 11%	5 4%	5 7%	5 4%	5 3%	13 12%	7 8%	5 9%	6 11%	1 3%	1 6%	15 5%	11 11%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	24 6%	19 6%	5 6%	8 9%	9 11%	4 3%	2 2%	8 8%	10 7%	2 2%	9 7%	6 5%	5 5%	6 7%	3 4%	5 10%	3 7%	1 5%	17 6%	6 6%
CAPITAL INVESTMENTS	20 5%	20 6%	- -	5 6%	8 10%	1 1%	3 3%	5 5%	5 4%	7 10%	7 5%	6 5%	5 5%	3 3%	1 2%	3 6%	2 5%	4 20%	11 4%	8 8%
OTHER	17 4%	13 4%	4 5%	1 1%	3 3%	4 3%	7 8%	4 4%	2 2%	4 5%	6 4%	5 4%	1 1%	3 3%	1 1%	- -	3 7%	- -	15 5%	3 3%
DON'T KNOW/NOT SURE	11 3%	10 3%	1 1%	2 3%	- -	5 4%	2 2%	1 1%	6 5%	1 1%	7 6%	3 2%	1 1%	1 2%	- -	2 4%	2 4%	- -	9 3%	1 1%
REFUSED	3 1%	3 1%	- -	- -	- -	3 2%	- -	- -	2 1%	1 1%	- -	- -	- -	2 2%	1 2%	- -	- -	- -	1 -	2 2%

Table 23-4
 QUESTION 23:
 Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

First Choice.

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF	COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
NEW CUSTOMERS AND MARKETS	137 34%	137 70%	26 21%	16 22%	21 33%	9 17%	16 29%	10 26%	94 41%	26 28%	14 29%	4 15%	43 28%	53 32%	38 48%	40 27%	23 43%	37 37%	14 27%	34 34%	75 35%
HIRING NEW EMPLOYEES	70 18%	13 6%	70 58%	11 15%	2 3%	7 12%	4 7%	2 6%	22 10%	20 22%	14 30%	10 40%	47 30%	20 12%	4 5%	44 29%	7 13%	11 11%	9 18%	18 18%	37 17%
INCREASING PRODUCTIVITY	35 9%	10 5%	8 7%	35 48%	4 6%	5 9%	2 3%	2 5%	24 10%	5 5%	3 6%	2 8%	14 9%	17 11%	4 5%	10 6%	8 15%	9 9%	2 4%	5 5%	21 10%
NEW PRODUCTS	31 8%	13 6%	2 1%	5 6%	31 48%	2 3%	- -	2 5%	20 9%	9 10%	1 2%	1 3%	10 6%	15 9%	6 7%	9 6%	4 8%	7 7%	8 16%	9 9%	13 6%
INCREASING PRODUCTIVITY THROUGH AUTOMATION	27 7%	7 4%	3 3%	1 1%	3 4%	1 1%	27 50%	- -	15 6%	5 6%	5 11%	1 6%	8 5%	14 9%	5 6%	11 7%	2 3%	14 14%	3 6%	8 8%	16 7%
DEVELOPING MANAGERS AND LEADERS	26 7%	5 2%	3 2%	2 3%	2 4%	26 47%	3 6%	2 6%	11 5%	9 10%	5 11%	2 7%	13 8%	10 6%	3 4%	14 9%	4 8%	10 10%	5 10%	7 7%	12 5%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	24 6%	7 4%	3 3%	3 5%	1 2%	3 5%	1 3%	1 3%	12 5%	7 7%	4 9%	1 4%	3 2%	15 9%	6 7%	9 6%	2 3%	1 1%	3 6%	5 5%	15 7%
CAPITAL INVESTMENTS	20 5%	4 2%	5 4%	1 1%	1 1%	2 3%	1 2%	20 50%	11 5%	5 5%	2 2%	3 10%	9 6%	6 4%	4 5%	7 4%	1 2%	5 5%	2 4%	6 6%	12 6%
OTHER	17 4%	1 -	1 1%	- -	- -	1 1%	- -	- -	14 6%	2 2%	- -	1 3%	5 3%	5 3%	7 9%	2 1%	2 3%	4 4%	4 8%	- -	9 4%
DON'T KNOW/NOT SURE	11 3%	- -	- -	- -	- -	- -	- -	- -	6 3%	3 4%	- -	1 4%	3 2%	7 4%	1 1%	4 3%	1 2%	1 1%	1 2%	7 7%	6 3%
REFUSED	3 1%	- -	- -	- -	- -	- -	- -	- -	3 1%	- -	- -	- -	- -	2 1%	1 1%	- -	- -	- -	- -	1 1%	2 1%

Table 23-5

QUESTION 23:

Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

First Choice.

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS			
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE-TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
NEW CUSTOMERS AND MARKETS	137 34%	82 35%	75 33%	81 36%	65 33%	58 34%	58 35%	53 35%	57 33%	73 35%	63 32%	70 37%	67 36%	68 33%	47 37%	87 34%	35 30%	47 36%	55 36%
HIRING NEW EMPLOYEES	70 18%	35 15%	46 20%	33 15%	34 17%	29 17%	27 16%	26 17%	24 14%	43 21%	34 18%	33 17%	34 18%	35 17%	23 18%	47 19%	20 17%	29 22%	21 14%
INCREASING PRODUCTIVITY	35 9%	22 9%	21 9%	23 11%	20 10%	18 11%	17 10%	15 10%	12 7%	21 10%	14 7%	21 11%	14 8%	21 10%	10 8%	25 10%	9 8%	17 13%	9 6%
NEW PRODUCTS	31 8%	14 6%	14 6%	13 6%	14 7%	12 7%	11 6%	5 4%	11 7%	16 8%	18 9%	11 6%	16 9%	14 7%	8 7%	17 7%	8 7%	7 6%	15 10%
INCREASING PRODUCTIVITY THROUGH AUTOMATION	27 7%	21 9%	20 9%	19 8%	15 8%	13 8%	18 11%	15 10%	11 7%	16 8%	15 8%	12 6%	13 7%	14 7%	11 9%	14 5%	10 8%	10 8%	7 5%
DEVELOPING MANAGERS AND LEADERS	26 7%	17 7%	17 8%	15 7%	13 6%	8 5%	11 7%	11 7%	12 7%	11 5%	10 5%	14 7%	11 6%	15 7%	8 6%	16 6%	6 5%	6 4%	15 10%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	24 6%	16 7%	15 7%	16 7%	14 7%	16 10%	10 6%	12 8%	14 8%	7 3%	15 8%	7 4%	13 7%	7 4%	6 5%	16 6%	10 9%	3 2%	11 7%
CAPITAL INVESTMENTS	20 5%	7 3%	8 4%	9 4%	11 5%	5 3%	6 4%	4 3%	11 6%	8 4%	12 6%	8 4%	9 5%	10 5%	8 7%	11 4%	9 8%	5 4%	6 4%
OTHER	17 4%	11 5%	7 3%	8 4%	8 4%	5 3%	5 3%	5 3%	8 5%	8 4%	8 4%	7 4%	5 3%	12 6%	2 1%	14 5%	4 4%	4 3%	9 6%
DON'T KNOW/NOT SURE	11 3%	7 3%	2 1%	4 2%	3 2%	3 2%	2 1%	2 1%	8 5%	3 1%	3 2%	8 4%	2 1%	9 4%	3 2%	7 3%	3 3%	3 2%	5 3%
REFUSED	3 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	1 -	2 1%	1 1%	2 1%	1 -	2 1%	1 -	2 1%	1 1%	-

Table 23-6

QUESTION 23:

Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

First Choice.

BANNER 6

----- GREATER MN REGION -----

	REGION						
	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
NEW CUSTOMERS AND MARKETS	108 35%	23 43%	15 30%	22 43%	14 27%	20 40%	14 28%
HIRING NEW EMPLOYEES	46 15%	7 13%	10 20%	2 3%	9 18%	7 15%	11 22%
NEW PRODUCTS	29 9%	4 8%	7 14%	- -	8 16%	4 9%	5 10%
INCREASING PRODUCTIVITY THROUGH AUTOMATION	27 9%	2 3%	3 5%	12 23%	3 6%	2 4%	6 12%
DEVELOPING MANAGERS AND LEADERS	27 9%	4 8%	- -	10 20%	5 10%	1 1%	7 13%
INCREASING PRODUCTIVITY	23 8%	8 15%	7 14%	2 3%	2 4%	2 5%	2 5%
CAPITAL INVESTMENTS	14 4%	1 2%	1 3%	3 7%	2 4%	4 9%	2 4%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	12 4%	2 3%	1 3%	- -	3 6%	4 7%	2 4%
OTHER	10 3%	2 3%	4 8%	- -	4 8%	- -	- -
DON'T KNOW/NOT SURE	10 3%	1 2%	1 3%	- -	1 2%	5 10%	2 4%
REFUSED	1 -	- -	- -	- -	- -	1 1%	- -

Table 24-1
 QUESTION 23C:
 Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Combined Choices.

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL- \$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC- ISION	METAL	PROC- ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MAN- AGER	MGMT TEAM
BASE-TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	227 57%	173 43%	144 36%	126 32%	102 25%	204 51%	120 30%	70 17%	80 20%	57 14%	45 11%	38 9%	73 18%	322 81%	160 40%	119 30%	84 21%	24 6%
NEW CUSTOMERS AND MARKETS	197 49%	72 52%	44 51%	26 55%	17 40%	37 45%	116 51%	81 47%	75 52%	71 56%	40 40%	112 55%	57 47%	26 37%	35 43%	23 40%	30 67%	15 39%	41 56%	154 48%	84 52%	55 47%	43 51%	9 39%
HIRING NEW EMPLOYEES	121 30%	40 28%	28 33%	13 27%	13 29%	27 33%	68 30%	53 31%	39 27%	46 36%	32 31%	57 28%	45 37%	19 27%	24 30%	23 40%	13 30%	11 28%	21 29%	99 31%	53 33%	37 31%	18 22%	7 29%
INCREASING PRODUCTIVITY	73 18%	30 21%	18 21%	6 13%	4 9%	16 19%	48 21%	26 15%	32 22%	22 18%	15 15%	41 20%	17 14%	15 22%	14 17%	11 20%	6 13%	5 12%	13 18%	60 19%	29 18%	19 16%	22 26%	2 10%
NEW PRODUCTS	64 16%	22 16%	16 19%	10 22%	6 13%	10 12%	38 17%	26 15%	21 15%	16 12%	21 21%	28 14%	23 19%	12 17%	8 10%	10 18%	7 16%	7 19%	17 23%	48 15%	22 14%	19 16%	15 18%	6 23%
DEVELOPING MANAGERS AND LEADERS	55 14%	19 14%	9 10%	7 14%	11 26%	9 11%	28 12%	27 16%	12 8%	16 13%	23 23%	18 9%	23 19%	14 20%	12 15%	9 16%	10 22%	5 14%	3 4%	52 16%	11 7%	23 20%	13 15%	5 19%
IMPLEMENTING AND USING AUTOMATION	55 14%	11 8%	15 17%	9 19%	5 11%	15 18%	26 11%	29 17%	12 8%	18 14%	21 20%	18 9%	20 17%	15 22%	14 18%	10 18%	7 16%	3 7%	6 9%	47 14%	16 10%	20 17%	12 15%	4 16%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	45 11%	19 14%	5 6%	6 13%	6 13%	9 11%	24 11%	21 12%	11 8%	19 15%	13 13%	21 10%	12 10%	11 15%	10 12%	6 11%	2 4%	2 6%	6 8%	39 12%	12 8%	14 12%	13 16%	3 14%
CAPITAL INVESTMENTS	39 10%	11 8%	8 9%	3 7%	8 19%	8 10%	20 9%	20 11%	16 11%	10 8%	13 12%	21 10%	10 8%	9 13%	6 8%	4 7%	12 26%	5 13%	8 11%	30 9%	17 11%	10 8%	6 7%	4 17%
OTHER	32 8%	13 9%	3 4%	6 12%	5 11%	5 6%	17 7%	16 9%	13 9%	11 8%	2 2%	19 10%	9 8%	4 5%	7 9%	4 8%	1 1%	6 16%	6 8%	27 8%	19 12%	7 6%	7 8%	-
DON'T KNOW/NOT SURE	11 3%	5 4%	1 1%	1 3%	1 2%	2 3%	6 3%	5 3%	4 3%	2 1%	1 1%	6 3%	1 1%	1 2%	2 3%	1 1%	-	1 4%	2 3%	7 2%	5 3%	3 3%	3 4%	-
REFUSED	3 1%	2 1%	-	-	-	1 1%	2 1%	1 1%	1 1%	-	2 2%	1 -	-	2 2%	2 2%	1 2%	-	-	-	3 1%	2 1%	-	-	1 4%

Table 24-2
 QUESTION 23C:
 Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Combined Choices.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	3/3	UNDER 50	51- 100	101+
					NOT CONF																			
BASE-TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
NEW CUSTOMERS AND MARKETS	197	66	92	158	34	25	81	84	27	112	57	45	80	68	42	84	68	59	41	94	24	168	9	17
	49%	43%	55%	49%	46%	51%	48%	51%	54%	50%	48%	47%	51%	50%	51%	51%	46%	50%	45%	52%	53%	52%	36%	37%
HIRING NEW EMPLOYEES	121	49	54	103	18	14	49	52	9	74	36	25	51	44	28	48	44	43	22	54	15	102	6	13
	30%	32%	32%	32%	25%	28%	29%	31%	18%	33%	30%	26%	32%	33%	33%	29%	30%	36%	24%	30%	33%	32%	23%	29%
INCREASING PRODUCTIVITY	73	26	36	62	11	12	27	32	16	35	18	21	29	22	16	25	31	21	15	38	9	58	4	11
	18%	17%	22%	19%	15%	25%	16%	20%	33%	16%	15%	21%	18%	16%	19%	15%	21%	18%	16%	21%	19%	18%	17%	24%
NEW PRODUCTS	64	24	28	52	13	9	32	19	11	29	23	16	21	25	12	23	27	23	15	27	10	51	3	9
	16%	16%	17%	16%	17%	18%	19%	11%	23%	13%	19%	17%	13%	18%	15%	14%	19%	19%	16%	15%	23%	16%	12%	21%
DEVELOPING MANAGERS AND LEADERS	55	27	23	50	5	7	26	17	7	25	24	16	17	20	15	18	21	22	13	20	4	41	7	7
	14%	18%	14%	16%	7%	15%	16%	10%	14%	11%	20%	17%	11%	15%	18%	11%	14%	19%	14%	11%	9%	13%	27%	16%
IMPLEMENTING AND USING AUTOMATION	55	32	14	46	8	8	26	18	12	31	12	13	17	23	7	22	24	15	16	23	5	38	5	10
	14%	21%	8%	14%	10%	16%	16%	11%	24%	14%	10%	14%	11%	17%	9%	14%	16%	13%	17%	13%	11%	12%	19%	23%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	45	15	23	38	5	4	20	18	7	21	17	14	17	13	17	13	14	7	14	23	5	33	5	6
	11%	10%	14%	12%	7%	8%	12%	11%	15%	9%	14%	14%	11%	10%	21%	8%	9%	6%	15%	13%	12%	10%	19%	13%
CAPITAL INVESTMENTS	39	18	17	35	4	5	14	20	2	25	12	6	15	17	9	12	19	13	10	17	5	30	1	7
	10%	12%	10%	11%	6%	10%	8%	12%	4%	11%	10%	7%	9%	13%	11%	7%	13%	11%	10%	9%	11%	9%	6%	16%
OTHER	32	7	13	20	10	2	14	14	5	22	3	6	17	8	3	14	13	14	5	12	3	29	2	1
	8%	5%	8%	6%	13%	4%	8%	9%	9%	10%	3%	6%	11%	6%	4%	8%	9%	12%	5%	7%	7%	9%	9%	3%
DON'T KNOW/NOT SURE	11	5	3	7	3	1	4	6	2	5	3	3	5	2	3	5	3	1	4	5	-	8	1	-
	3%	3%	2%	2%	5%	2%	2%	4%	4%	2%	2%	3%	3%	1%	4%	3%	2%	1%	5%	2%	-	2%	6%	-
REFUSED	3	1	-	1	2	-	1	2	-	2	1	-	2	1	-	2	1	-	2	1	1	1	-	2
	1%	1%	-	-	2%	-	1%	1%	-	1%	1%	-	1%	1%	-	1%	1%	-	2%	1%	2%	-	-	4%

Table 24-3

QUESTION 23C:

Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Combined Choices.

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE-TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
NEW CUSTOMERS AND MARKETS	197 49%	156 50%	40 48%	44 53%	45 52%	60 49%	39 45%	52 51%	70 53%	31 40%	69 52%	67 56%	39 36%	53 62%	33 54%	20 38%	29 73%	8 46%	159 54%	33 34%
HIRING NEW EMPLOYEES	121 30%	92 29%	29 34%	24 29%	18 21%	45 36%	31 35%	29 29%	45 34%	24 31%	45 34%	30 25%	59 54%	24 28%	18 29%	18 35%	8 21%	2 13%	73 25%	47 47%
INCREASING PRODUCTIVITY	73 18%	50 16%	23 28%	19 23%	16 19%	24 19%	14 15%	17 16%	21 16%	23 30%	24 18%	27 23%	25 23%	10 11%	15 25%	12 23%	7 18%	4 19%	49 17%	22 22%
NEW PRODUCTS	64 16%	43 14%	21 25%	18 22%	13 15%	19 15%	12 13%	22 22%	21 16%	10 12%	14 11%	18 15%	13 12%	13 15%	11 19%	11 21%	12 30%	4 22%	53 18%	10 10%
DEVELOPING MANAGERS AND LEADERS	55 14%	43 14%	12 14%	12 14%	11 12%	18 15%	13 15%	20 20%	12 9%	14 18%	16 12%	8 7%	25 23%	11 13%	13 21%	14 28%	2 5%	1 6%	33 11%	21 22%
IMPLEMENTING AND USING AUTOMATION	55 14%	43 14%	12 14%	13 16%	12 14%	15 12%	10 11%	15 15%	23 18%	8 10%	17 13%	18 15%	15 14%	8 9%	8 13%	13 25%	3 8%	4 22%	46 16%	8 8%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	45 11%	36 11%	9 11%	17 20%	15 17%	7 5%	6 7%	13 12%	19 15%	6 8%	14 11%	11 9%	14 13%	12 14%	5 8%	9 18%	4 10%	3 18%	31 11%	13 13%
CAPITAL INVESTMENTS	39 10%	38 12%	1 1%	6 7%	18 21%	6 5%	7 8%	10 10%	15 11%	10 13%	15 11%	10 8%	13 11%	7 9%	5 8%	6 12%	6 16%	4 23%	26 9%	12 12%
OTHER	32 8%	24 8%	8 10%	2 3%	6 6%	10 8%	12 13%	4 4%	5 4%	9 11%	12 9%	12 10%	4 4%	4 4%	2 3%	1 2%	5 12%	3 17%	23 8%	9 9%
DON'T KNOW/NOT SURE	11 3%	10 3%	1 1%	2 3%	-	5 4%	2 2%	1 1%	6 5%	1 1%	7 6%	3 2%	1 1%	1 2%	-	2 4%	2 4%	-	9 3%	1 1%
REFUSED	3 1%	3 1%	-	-	-	3 2%	-	-	2 1%	1 1%	-	-	-	2 2%	1 2%	-	-	-	1 -	2 2%

Table 24-4

QUESTION 23C:

Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Combined Choices.

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE-TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%	
NEW CUSTOMERS AND MARKETS	197 49%	197 100%	43 35%	31 43%	37 58%	16 28%	23 42%	16 41%	133 57%	35 39%	18 38%	9 35%	62 40%	84 52%	48 60%	56 38%	29 54%	47 47%	24 47%	45 45%	111 51%	
HIRING NEW EMPLOYEES	121 30%	43 22%	121 100%	23 31%	4 7%	17 30%	8 15%	11 29%	40 17%	36 40%	30 64%	12 47%	75 49%	34 21%	10 13%	75 50%	17 31%	26 26%	14 27%	27 27%	65 30%	
INCREASING PRODUCTIVITY	73 18%	31 16%	23 19%	73 100%	10 15%	10 18%	3 6%	3 7%	44 19%	18 20%	4 8%	5 20%	30 19%	29 18%	13 16%	24 16%	12 23%	13 13%	8 16%	13 13%	44 20%	
NEW PRODUCTS	64 16%	37 19%	4 4%	10 13%	64 100%	7 12%	4 8%	3 9%	44 19%	14 15%	3 7%	3 13%	19 13%	26 16%	19 24%	14 9%	11 20%	13 13%	8 16%	16 16%	36 16%	
DEVELOPING MANAGERS AND LEADERS	55 14%	16 8%	17 14%	10 13%	7 10%	55 100%	5 8%	5 13%	22 9%	16 18%	14 30%	3 12%	28 18%	19 12%	9 11%	28 19%	8 15%	15 15%	13 25%	11 11%	28 13%	
IMPLEMENTING AND USING AUTOMATION	55 14%	23 12%	8 7%	3 5%	4 7%	5 8%	55 100%	1 3%	31 13%	14 15%	7 14%	3 11%	21 14%	25 16%	8 10%	22 15%	7 13%	29 29%	6 12%	18 18%	24 11%	
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	45 11%	17 9%	7 5%	6 8%	9 14%	5 10%	5 10%	3 7%	23 10%	13 14%	5 12%	3 10%	8 5%	29 18%	8 10%	18 12%	5 10%	11 11%	5 10%	9 9%	24 11%	
CAPITAL INVESTMENTS	39 10%	16 8%	11 9%	3 4%	3 5%	5 9%	2 100%	39 100%	19 8%	11 12%	4 9%	5 18%	14 9%	17 10%	8 10%	18 12%	2 3%	6 6%	7 14%	9 9%	19 9%	
OTHER	32 8%	4 2%	7 6%	1 2%	2 4%	3 6%	-	1 3%	23 10%	4 4%	3 6%	3 11%	14 9%	10 6%	8 10%	8 5%	5 10%	5 5%	6 12%	2 2%	17 8%	
DON'T KNOW/NOT SURE	11 3%	-	-	-	-	-	-	-	6 3%	3 4%	-	1 4%	3 2%	7 4%	1 1%	4 3%	1 2%	1 1%	1 2%	7 7%	6 3%	
REFUSED	3 1%	-	-	-	-	-	-	-	3 1%	-	-	-	-	2 1%	1 1%	-	-	-	-	1 1%	2 1%	

Table 24-5

QUESTION 23C:

Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Combined Choices.

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS			
	TOTAL	WORK-	COMP	SAFE	FLEX	INDUS	BENE-	CAREER	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-	REST
		LIFE	SALARY	ENVIR	SHIFTS	-TRY	FITS	GROWTH											
BASE-TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
NEW CUSTOMERS AND MARKETS	197 49%	126 54%	113 50%	116 52%	102 51%	86 51%	86 51%	73 49%	79 46%	109 52%	91 47%	100 53%	93 50%	101 49%	67 52%	125 49%	51 44%	71 54%	75 49%
HIRING NEW EMPLOYEES	121 30%	63 27%	79 35%	68 30%	61 30%	54 32%	55 33%	47 31%	49 29%	69 33%	57 29%	60 31%	61 33%	57 28%	42 33%	77 30%	36 31%	47 36%	38 25%
INCREASING PRODUCTIVITY	73 18%	45 19%	46 20%	43 19%	39 20%	38 23%	35 21%	30 20%	23 13%	47 23%	29 15%	43 23%	35 19%	38 18%	17 14%	53 21%	17 15%	36 28%	20 13%
NEW PRODUCTS	64 16%	35 15%	34 15%	32 14%	33 16%	23 14%	24 14%	18 12%	22 13%	35 17%	33 17%	27 14%	32 17%	32 16%	23 18%	34 13%	15 13%	19 15%	30 19%
DEVELOPING MANAGERS AND LEADERS	55 14%	36 16%	39 17%	36 16%	30 15%	25 15%	25 15%	27 18%	29 17%	21 10%	23 12%	28 15%	27 14%	28 14%	21 17%	30 12%	14 12%	11 8%	30 20%
IMPLEMENTING AND USING AUTOMATION	55 14%	36 16%	39 17%	38 17%	32 16%	29 18%	31 19%	28 19%	26 15%	26 13%	29 15%	26 13%	25 13%	28 14%	22 17%	29 12%	21 18%	18 14%	16 10%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	45 11%	28 12%	24 11%	29 13%	20 10%	23 14%	19 12%	18 12%	25 15%	18 9%	29 15%	14 7%	25 13%	17 8%	16 12%	26 10%	19 16%	8 6%	18 12%
CAPITAL INVESTMENTS	39 10%	20 8%	23 10%	21 10%	17 9%	13 8%	21 12%	14 9%	23 13%	14 7%	24 12%	15 8%	24 13%	16 8%	17 13%	22 9%	19 16%	10 8%	10 7%
OTHER	32 8%	19 8%	14 6%	15 7%	16 8%	13 8%	10 6%	12 8%	10 6%	21 10%	12 6%	16 9%	9 5%	23 11%	6 5%	25 10%	7 6%	13 10%	13 8%
DON'T KNOW/NOT SURE	11 3%	7 3%	2 1%	4 2%	3 2%	3 2%	2 1%	2 1%	8 5%	3 1%	3 2%	8 4%	2 1%	9 4%	3 2%	7 3%	3 3%	3 2%	5 3%
REFUSED	3 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	1 -	2 1%	1 1%	2 1%	1 -	2 1%	1 -	2 1%	1 1%	-

Table 24-6

QUESTION 23C:

Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Combined Choices.

BANNER 6

----- GREATER MN REGION -----

	REGION						
	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
NEW CUSTOMERS AND MARKETS	145 48%	29 54%	21 41%	27 53%	24 47%	25 49%	20 40%
HIRING NEW EMPLOYEES	84 27%	17 31%	11 22%	15 30%	14 27%	9 18%	17 35%
IMPLEMENTING AND USING AUTOMATION	60 20%	7 13%	14 28%	15 30%	6 12%	5 10%	13 27%
NEW PRODUCTS	48 16%	11 20%	11 23%	2 3%	8 16%	7 14%	10 19%
DEVELOPING MANAGERS AND LEADERS	47 15%	8 15%	1 3%	13 27%	13 25%	4 9%	7 13%
INCREASING PRODUCTIVITY	46 15%	12 23%	11 23%	2 3%	8 16%	10 21%	2 5%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	30 10%	5 10%	5 11%	5 10%	5 10%	6 11%	4 7%
CAPITAL INVESTMENTS	23 8%	2 3%	3 5%	3 7%	7 14%	6 12%	2 5%
OTHER	19 6%	5 10%	5 11%	- -	6 12%	1 1%	2 4%
DON'T KNOW/NOT SURE	10 3%	1 2%	1 3%	- -	1 2%	5 10%	2 4%
REFUSED	1 -	- -	- -	- -	- -	1 1%	- -

Table 25-1
 QUESTION 24:
 For the entire year of 2024, do you expect to have increased investment in any of the following areas?

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE					
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
MANAGING COSTS DUE TO INFLATION	212	70	46	33	20	42	116	96	71	71	56	102	66	41	39	35	23	22	42	168	87	60	48	12
	53%	50%	53%	69%	47%	52%	51%	55%	50%	57%	55%	50%	55%	59%	49%	62%	51%	60%	58%	52%	54%	50%	57%	50%
GROWING REVENUE AND PROFITABILITY	189	73	47	19	16	34	119	70	56	64	52	90	62	34	34	27	20	20	31	157	58	65	51	11
	47%	52%	54%	40%	38%	42%	53%	40%	39%	51%	52%	44%	52%	49%	42%	48%	44%	52%	42%	49%	36%	55%	61%	45%
MAXIMIZING PRODUCTIVITY	179	64	43	21	16	34	107	71	48	64	53	78	58	41	42	26	20	19	31	145	58	58	49	10
	45%	46%	50%	43%	37%	42%	47%	41%	33%	51%	52%	38%	48%	60%	53%	46%	45%	50%	43%	45%	36%	49%	59%	42%
STAFF DEVELOPMENT	134	52	23	15	14	30	75	59	31	48	43	50	48	34	24	22	16	16	24	110	41	46	37	7
	33%	37%	26%	30%	33%	36%	33%	34%	22%	38%	43%	25%	40%	49%	30%	39%	35%	42%	33%	34%	25%	38%	44%	30%
SYSTEMS AND TECHNOLOGY	122	45	26	12	12	27	70	51	29	38	46	43	42	35	20	19	18	10	14	104	41	37	31	6
	30%	32%	30%	25%	29%	32%	31%	30%	20%	30%	46%	21%	35%	51%	26%	34%	39%	26%	19%	32%	26%	31%	36%	26%
AUTOMATION	85	33	18	11	5	18	51	34	15	27	36	24	32	28	26	11	9	12	11	72	22	32	23	7
	21%	24%	20%	22%	12%	22%	23%	20%	11%	22%	35%	12%	27%	41%	32%	19%	19%	31%	16%	22%	13%	27%	27%	31%
OTHER	3	1	1	-	1	-	2	1	2	-	1	2	1	-	-	1	-	-	-	3	1	2	-	-
	1%	1%	1%	-	2%	-	1%	1%	2%	-	1%	1%	1%	-	-	1%	-	-	-	1%	1%	2%	-	-
NONE OF THE ABOVE	50	19	10	2	8	10	29	20	26	12	6	34	11	2	10	6	6	2	10	38	28	11	7	3
	12%	14%	12%	4%	18%	13%	13%	12%	18%	10%	6%	17%	9%	2%	12%	11%	13%	6%	14%	12%	18%	9%	9%	13%
DON'T KNOW/REFUSED	3	1	1	-	-	-	3	-	1	-	1	1	-	1	-	1	-	-	-	3	-	1	1	-
	1%	1%	2%	-	-	-	1%	-	1%	-	1%	1%	-	2%	-	2%	-	-	-	1%	-	1%	2%	-

Table 25-2

QUESTION 24:

For the entire year of 2024, do you expect to have increased investment in any of the following areas?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					74																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
MANAGING COSTS DUE TO INFLATION	212	74	93	167	44	20	88	97	19	134	55	40	90	80	29	94	87	73	55	81	22	168	9	33
	53%	48%	55%	52%	59%	41%	53%	59%	39%	60%	46%	42%	57%	58%	35%	57%	59%	62%	59%	44%	49%	52%	34%	73%
GROWING REVENUE AND PROFITABILITY	189	84	77	162	27	18	89	70	24	100	62	53	66	66	46	68	72	65	36	85	21	152	12	22
	47%	55%	46%	50%	36%	37%	54%	43%	49%	45%	52%	55%	42%	48%	55%	42%	49%	56%	39%	46%	45%	47%	48%	50%
MAXIMIZING PRODUCTIVITY	179	76	77	153	25	23	84	66	26	97	53	50	67	57	43	60	72	63	41	73	16	136	13	28
	45%	50%	46%	48%	34%	47%	51%	40%	54%	44%	44%	52%	42%	42%	52%	37%	49%	54%	44%	40%	36%	42%	53%	63%
STAFF DEVELOPMENT	134	66	54	121	12	20	61	46	18	70	44	46	40	42	33	34	64	47	19	66	17	98	9	25
	33%	43%	32%	38%	16%	40%	37%	28%	36%	32%	36%	48%	25%	31%	39%	21%	43%	40%	21%	36%	37%	30%	34%	56%
SYSTEMS AND TECHNOLOGY	122	58	50	108	12	23	53	40	16	69	34	37	41	39	30	38	51	43	22	55	13	85	10	25
	30%	38%	30%	34%	17%	47%	32%	24%	33%	31%	28%	39%	26%	28%	37%	23%	34%	36%	23%	30%	29%	26%	40%	57%
AUTOMATION	85	49	28	77	7	10	44	26	11	47	24	28	32	25	28	30	31	17	36	5	55	6	22	
	21%	32%	16%	24%	10%	20%	27%	16%	23%	21%	20%	29%	20%	18%	33%	17%	20%	27%	19%	20%	10%	17%	25%	49%
OTHER	3	-	3	3	-	-	3	-	-	3	-	1	2	-	1	1	1	-	-	3	-	3	-	-
	1%	-	2%	1%	-	-	2%	-	-	1%	-	1%	1%	-	1%	1%	1%	-	-	2%	-	1%	-	-
NONE OF THE ABOVE	50	11	18	29	18	5	20	23	2	32	16	2	28	18	3	28	18	10	14	25	9	45	-	2
	12%	7%	11%	9%	24%	9%	12%	14%	4%	14%	13%	2%	18%	13%	3%	17%	13%	8%	15%	14%	20%	14%	-	3%
DON'T KNOW/REFUSED	3	1	-	1	1	-	1	-	1	1	-	1	-	-	1	-	-	-	-	1	-	1	-	1
	1%	1%	-	-	2%	-	1%	-	3%	1%	-	1%	-	-	1%	-	-	-	-	1%	-	-	-	3%

Table 25-3
 QUESTION 24:
 For the entire year of 2024, do you expect to have increased investment in any of the following areas?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	INFL-ATION	INCR MAT COSTS	ATTR-ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
MANAGING COSTS DUE TO INFLATION	212 53%	167 53%	45 54%	49 59%	44 51%	77 62%	37 42%	46 45%	71 54%	49 64%	83 63%	64 54%	52 47%	58 67%	30 50%	25 48%	18 45%	13 72%	154 52%	55 56%
GROWING REVENUE AND PROFITABILITY	189 47%	153 48%	36 43%	43 51%	36 42%	65 52%	39 44%	54 53%	59 45%	34 45%	56 43%	45 38%	57 52%	44 52%	33 54%	31 61%	17 42%	9 48%	148 50%	39 39%
MAXIMIZING PRODUCTIVITY	179 45%	144 46%	35 41%	39 47%	42 49%	57 46%	33 38%	49 48%	59 45%	35 46%	56 42%	51 43%	51 47%	45 52%	28 46%	27 53%	16 42%	8 46%	133 45%	42 42%
STAFF DEVELOPMENT	134 33%	110 35%	24 29%	35 43%	26 30%	44 36%	23 26%	36 35%	49 37%	17 23%	39 30%	28 24%	46 42%	32 37%	18 29%	21 41%	12 30%	5 29%	97 33%	35 35%
SYSTEMS AND TECHNOLOGY	122 30%	94 30%	28 33%	25 31%	23 26%	37 30%	27 31%	38 37%	45 34%	15 20%	33 25%	37 32%	38 35%	23 27%	17 28%	15 29%	13 33%	8 43%	86 29%	34 35%
AUTOMATION	85 21%	69 22%	16 19%	21 25%	22 26%	20 16%	18 20%	24 24%	31 24%	10 13%	24 18%	22 18%	30 27%	19 22%	7 12%	9 17%	10 26%	4 23%	66 23%	18 18%
OTHER	3 1%	3 1%	-	-	-	1 1%	2 2%	1 1%	1 1%	-	1 1%	1 1%	1 1%	1 1%	-	-	2 5%	-	3 1%	-
NONE OF THE ABOVE	50 12%	38 12%	11 13%	8 9%	10 12%	15 12%	14 16%	13 13%	14 11%	8 11%	15 11%	17 14%	9 8%	10 11%	4 7%	5 9%	8 21%	3 14%	39 13%	9 9%
DON'T KNOW/REFUSED	3 1%	3 1%	-	-	-	-	1 1%	-	-	-	1 1%	1 1%	-	-	-	-	-	-	3 1%	-

Table 25-4
 QUESTION 24:
 For the entire year of 2024, do you expect to have increased investment in any of the following areas?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
MANAGING COSTS DUE TO INFLATION	212 53%	111 57%	71 58%	39 53%	35 54%	27 49%	33 60%	21 53%	112 49%	54 60%	28 60%	15 57%	92 60%	88 54%	32 40%	91 61%	36 67%	62 62%	26 51%	41 41%	109 50%
GROWING REVENUE AND PROFITABILITY	189 47%	101 51%	54 45%	39 53%	31 49%	32 58%	32 59%	17 44%	109 47%	42 46%	25 54%	13 48%	72 47%	72 44%	42 53%	71 48%	29 54%	46 46%	20 39%	30 30%	114 52%
MAXIMIZING PRODUCTIVITY	179 45%	90 46%	51 42%	40 54%	26 41%	35 63%	35 63%	14 36%	93 40%	45 49%	26 56%	13 51%	72 47%	74 46%	31 39%	76 51%	27 49%	41 41%	19 37%	36 36%	100 46%
STAFF DEVELOPMENT	134 33%	66 33%	43 36%	24 32%	21 33%	26 47%	24 43%	11 29%	67 29%	32 35%	27 57%	7 27%	57 37%	53 33%	24 30%	60 41%	20 38%	23 23%	20 39%	28 28%	73 33%
SYSTEMS AND TECHNOLOGY	122 30%	54 28%	39 32%	18 24%	24 37%	16 28%	27 49%	12 31%	57 25%	31 34%	18 38%	12 47%	53 34%	50 31%	18 23%	55 37%	15 28%	31 31%	15 29%	18 18%	69 32%
AUTOMATION	85 21%	44 22%	20 16%	12 17%	15 23%	10 18%	31 56%	8 21%	41 18%	26 28%	12 26%	5 20%	26 17%	40 25%	18 23%	38 25%	11 20%	40 40%	7 14%	15 15%	51 23%
OTHER	3 1%	1 1%	1 1%	- -	1 1%	- -	- -	1 2%	3 1%	- -	- -	- -	2 1%	1 1%	- -	- -	- -	- -	1 2%	6 6%	2 1%
NONE OF THE ABOVE	50 12%	26 13%	11 9%	7 9%	10 15%	2 4%	2 3%	7 17%	38 17%	5 6%	3 7%	2 7%	15 10%	21 13%	13 16%	10 7%	4 8%	5 5%	8 16%	18 18%	29 13%
DON'T KNOW/REFUSED	3 1%	1 1%	- -	- -	- -	- -	- -	- -	3 1%	- -	- -	- -	- -	- -	3 3%	- -	- -	- -	- -	- -	3 1%

Table 25-5

QUESTION 24:

For the entire year of 2024, do you expect to have increased investment in any of the following areas?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE=TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
MANAGING COSTS DUE TO INFLATION	212 53%	140 60%	134 60%	137 62%	119 60%	108 65%	103 61%	99 66%	96 56%	103 50%	112 58%	93 49%	102 54%	107 52%	70 55%	133 52%	71 61%	64 49%	77 51%
GROWING REVENUE AND PROFITABILITY	189 47%	129 55%	123 55%	120 54%	100 50%	102 61%	105 63%	90 60%	73 43%	104 50%	101 52%	80 42%	93 50%	95 46%	60 47%	120 47%	50 43%	54 41%	85 56%
MAXIMIZING PRODUCTIVITY	179 45%	133 57%	118 53%	124 56%	100 50%	94 56%	97 58%	93 62%	84 49%	82 40%	95 49%	77 41%	88 47%	89 43%	65 51%	104 41%	61 52%	50 38%	67 44%
STAFF DEVELOPMENT	134 33%	103 44%	85 38%	98 44%	78 39%	76 46%	73 44%	75 50%	69 41%	53 26%	74 38%	51 27%	72 38%	59 29%	54 43%	72 28%	49 42%	28 22%	56 37%
SYSTEMS AND TECHNOLOGY	122 30%	83 35%	78 35%	80 36%	67 34%	60 36%	65 39%	64 43%	64 38%	52 25%	68 35%	49 26%	70 37%	51 25%	50 39%	69 27%	47 40%	31 23%	44 29%
AUTOMATION	85 21%	68 29%	52 23%	61 28%	43 21%	54 32%	49 29%	45 30%	54 32%	28 13%	56 29%	24 13%	49 26%	33 16%	39 31%	44 17%	42 36%	12 9%	32 21%
OTHER	3 1%	- -	2 1%	1 -	2 1%	- -	1 -	1 -	1 1%	2 1%	2 1%	1 1%	1 -	2 1%	- -	3 1%	1 1%	1 1%	1 -
NONE OF THE ABOVE	50 12%	19 8%	24 11%	22 10%	18 9%	10 6%	10 6%	10 7%	19 11%	30 14%	14 7%	35 19%	18 10%	31 15%	10 8%	36 14%	9 8%	25 19%	16 10%
DON'T KNOW/REFUSED	3 1%	- -	1 -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	1 1%	1 1%	1 1%	- -	1 -	- -	1 1%	1 1%

Table 25-6

QUESTION 24:

For the entire year of 2024, do you expect to have increased investment in any of the following areas?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
MANAGING COSTS DUE TO INFLATION	166 54%	36 67%	32 64%	30 60%	26 51%	24 48%	17 35%
GROWING REVENUE AND PROFITABILITY	125 41%	29 54%	20 39%	27 54%	20 39%	15 31%	14 29%
MAXIMIZING PRODUCTIVITY	123 40%	27 49%	21 42%	20 40%	19 37%	17 33%	20 40%
STAFF DEVELOPMENT	91 30%	20 38%	11 22%	12 24%	20 39%	10 21%	17 35%
SYSTEMS AND TECHNOLOGY	78 26%	15 28%	14 28%	17 33%	15 29%	10 20%	8 16%
AUTOMATION	73 24%	11 20%	20 39%	20 40%	7 14%	7 14%	8 17%
OTHER	7 2%	- -	- -	- -	1 2%	4 7%	2 4%
NONE OF THE ABOVE	35 11%	4 8%	1 3%	3 7%	8 16%	6 11%	12 24%

Table 26-1
 QUESTION 24B:
 As you look for applications in your business that can be automated, what are some of the reasons you are exploring or considering exploring automation?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (CONSIDERING - NOT CONSIDERING)	38	6	20	-2	4	11	26	13	-36	27	52	-23	32	35	19	14	7	12	-4	47	-15	33	16	-
	10%	4%	23%	-4%	9%	13%	11%	7%	-25%	22%	51%	-11%	27%	51%	24%	25%	16%	33%	-5%	15%	-10%	28%	19%	-1%
TOTAL CONSIDERING AUTOMATION	218	73	53	23	23	46	126	93	54	77	76	91	76	52	49	35	26	25	34	184	73	76	49	12
	55%	52%	61%	48%	55%	57%	55%	54%	37%	61%	75%	44%	63%	74%	62%	63%	58%	67%	47%	57%	45%	64%	59%	49%

INCREASING PRODUCTIVITY	128	47	27	12	13	29	74	54	24	44	51	50	45	33	33	21	16	14	18	110	41	47	27	8
	32%	34%	31%	25%	31%	36%	33%	31%	17%	35%	50%	24%	38%	48%	41%	36%	34%	38%	25%	34%	26%	39%	32%	32%
ELIMINATE REPETITIVE TASKS	98	38	22	10	11	17	60	38	22	30	42	38	28	32	24	16	9	11	16	82	28	38	21	6
	24%	27%	25%	21%	25%	20%	27%	22%	15%	23%	41%	19%	23%	46%	30%	28%	20%	30%	21%	26%	18%	32%	25%	25%
WORKFORCE MULTIPLIER	70	31	10	13	3	14	40	30	11	24	34	21	27	23	20	12	9	7	16	54	16	33	15	3
	17%	22%	11%	27%	7%	17%	18%	17%	7%	19%	33%	10%	22%	32%	25%	22%	21%	18%	22%	17%	10%	28%	18%	11%
IMPROVE WORKPLACE SAFETY	59	23	11	6	8	11	35	25	14	18	25	23	12	24	7	14	12	9	11	48	13	20	19	5
	15%	17%	13%	12%	18%	14%	15%	14%	10%	14%	25%	11%	10%	35%	9%	24%	27%	23%	15%	15%	8%	17%	23%	19%
SOMETHING ELSE	34	9	9	2	4	9	18	16	11	10	10	16	13	4	8	5	3	4	1	33	12	11	9	1
	8%	6%	11%	4%	10%	11%	8%	9%	8%	10%	10%	8%	11%	5%	10%	8%	7%	11%	1%	10%	7%	9%	10%	5%
NOT CONSIDERING AUTOMATION AT THIS TIME	180	67	33	25	20	36	100	80	90	50	24	113	44	16	31	21	19	13	38	137	88	43	33	12
	45%	48%	38%	52%	45%	43%	44%	46%	63%	39%	24%	56%	37%	24%	38%	37%	42%	33%	53%	42%	55%	36%	40%	51%
DON'T KNOW/NOT SURE	1	-	1	-	-	-	1	-	-	-	1	-	-	1	-	-	-	-	-	1	-	-	1	-
	-	-	2%	-	-	-	1%	-	-	-	1%	-	-	2%	-	-	-	-	-	-	-	-	2%	-

Table 26-2
 QUESTION 24B:
 As you look for applications in your business that can be automated, what are some of the reasons you are exploring or considering exploring automation?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					74																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (CONSIDERING - NOT CONSIDERING)	38	33	18	51	-11	11	8	14	-1	35	4	32	4	2	29	16	-6	8	20	13	-7	9	10	25
	10%	22%	11%	16%	-15%	21%	5%	9%	-2%	16%	3%	34%	3%	2%	35%	10%	-4%	7%	22%	7%	-15%	3%	42%	56%
TOTAL CONSIDERING AUTOMATION	218	93	93	185	31	30	87	90	23	129	62	64	82	69	56	90	71	62	56	98	19	167	18	34
	55%	60%	55%	58%	42%	61%	53%	54%	48%	58%	52%	67%	51%	51%	67%	55%	48%	53%	61%	54%	43%	51%	71%	76%
INCREASING PRODUCTIVITY	128	54	57	111	17	14	52	54	13	74	40	39	47	41	34	48	45	35	32	60	11	95	8	25
	32%	35%	34%	34%	23%	28%	31%	33%	27%	33%	33%	40%	29%	30%	41%	30%	30%	30%	34%	33%	25%	29%	33%	56%
ELIMINATE REPETITIVE TASKS	98	38	46	84	11	12	46	38	7	62	28	26	39	32	23	43	32	26	28	42	9	66	13	20
	24%	25%	27%	26%	16%	24%	28%	23%	15%	28%	23%	27%	25%	24%	27%	26%	22%	22%	31%	23%	20%	20%	50%	44%
WORKFORCE MULTIPLIER	70	32	27	59	10	8	30	31	5	48	16	23	27	20	20	31	19	21	23	26	2	47	8	15
	17%	21%	16%	19%	13%	16%	18%	19%	10%	22%	13%	24%	17%	15%	24%	19%	13%	18%	25%	14%	5%	15%	32%	33%
IMPROVE WORKPLACE SAFETY	59	31	20	51	8	7	26	25	8	35	16	22	15	21	18	15	24	20	12	28	7	35	6	18
	15%	20%	12%	16%	10%	15%	15%	15%	17%	16%	13%	23%	10%	15%	22%	9%	17%	17%	13%	15%	15%	11%	25%	41%
SOMETHING ELSE	34	12	15	27	6	5	15	10	3	21	8	8	16	7	5	17	10	13	8	12	2	30	2	1
	8%	8%	9%	8%	9%	11%	9%	6%	7%	9%	6%	9%	10%	5%	6%	11%	7%	11%	9%	7%	4%	9%	9%	3%
NOT CONSIDERING AUTOMATION AT THIS TIME	180	59	75	134	43	19	79	75	24	94	58	32	77	67	27	74	77	55	36	85	26	157	7	9
	45%	39%	45%	42%	58%	39%	47%	46%	49%	42%	48%	33%	49%	49%	33%	45%	52%	47%	39%	46%	57%	49%	29%	21%
DON'T KNOW/NOT SURE	1	1	-	1	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
	-	1%	-	-	-	-	-	-	3%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3%

Table 26-3
 QUESTION 24B:
 As you look for applications in your business that can be automated, what are some of the reasons you are exploring or considering exploring automation?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	INFL-ATION	INCR MAT COSTS	ATTR-ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	316	84	83	86	124	88	102	132	77	132	118	110	86	61	52	39	19	294	99
	100%	79%	21%	21%	22%	31%	22%	26%	33%	19%	33%	30%	27%	21%	15%	13%	10%	5%	73%	25%
**D/S (CONSIDERING - NOT CONSIDERING)	38	40	-2	11	28	14	-8	2	32	-3	5	4	25	13	10	2	11	6	16	20
	10%	13%	-2%	13%	32%	11%	-10%	2%	25%	-4%	4%	3%	23%	15%	17%	5%	29%	34%	5%	20%
TOTAL CONSIDERING AUTOMATION	218	177	41	47	57	69	40	52	82	37	68	61	67	49	36	27	25	12	154	59
	55%	56%	49%	56%	66%	56%	45%	51%	62%	48%	52%	52%	62%	58%	59%	52%	64%	67%	52%	60%
INCREASING PRODUCTIVITY	128	105	23	31	31	40	23	31	44	23	35	33	40	31	24	20	13	8	88	37
	32%	33%	27%	37%	36%	32%	26%	31%	33%	30%	26%	28%	36%	36%	40%	38%	34%	42%	30%	37%
ELIMINATE REPETITIVE TASKS	98	80	18	26	28	27	13	25	35	13	35	23	28	29	15	8	18	5	74	22
	24%	25%	21%	31%	32%	22%	15%	24%	27%	16%	27%	19%	25%	34%	24%	16%	45%	27%	25%	22%
WORKFORCE MULTIPLIER	70	60	10	15	20	22	11	17	26	12	22	12	26	19	13	5	8	4	51	19
	17%	19%	12%	18%	23%	18%	12%	17%	20%	16%	17%	11%	24%	22%	22%	10%	21%	22%	17%	19%
IMPROVE WORKPLACE SAFETY	59	50	10	17	14	16	10	11	26	10	25	14	18	13	11	5	6	3	44	15
	15%	16%	12%	20%	17%	13%	12%	11%	20%	12%	19%	12%	16%	15%	18%	9%	16%	18%	15%	15%
SOMETHING ELSE	34	26	8	3	11	12	7	3	14	7	12	11	12	4	2	4	5	3	19	15
	8%	8%	9%	4%	12%	10%	8%	3%	10%	9%	9%	9%	11%	4%	3%	7%	12%	16%	6%	15%
NOT CONSIDERING AUTOMATION AT THIS TIME	180	137	43	36	29	55	48	50	50	40	63	57	42	36	25	25	14	6	138	40
	45%	43%	51%	44%	34%	44%	55%	49%	38%	52%	48%	48%	38%	42%	41%	48%	36%	33%	47%	40%
DON'T KNOW/NOT SURE	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 26-4
 QUESTION 24B:
 As you look for applications in your business that can be automated, what are some of the reasons you are exploring or considering exploring automation?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS						
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (CONSIDERING - NOT CONSIDERING)	38 10%	20 10%	6 5%	-2 -3%	11 18%	6 11%	35 64%	17 43%	-14 -6%	34 37%	14 29%	5 18%	14 9%	14 8%	8 10%	43 29%	3 5%	14 14%	3 6%	-29 -29%	23 11%
TOTAL CONSIDERING AUTOMATION	218 55%	108 55%	63 52%	35 48%	38 59%	31 55%	45 82%	28 72%	108 47%	62 69%	30 64%	15 59%	84 54%	88 54%	43 54%	96 64%	28 52%	57 57%	27 53%	35 35%	120 55%

INCREASING PRODUCTIVITY	128 32%	67 34%	32 26%	23 32%	18 28%	20 36%	33 60%	12 31%	69 30%	31 34%	21 45%	5 20%	48 31%	59 36%	20 25%	54 36%	18 33%	36 36%	16 31%	21 21%	71 32%
ELIMINATE REPETITIVE TASKS	98 24%	49 25%	25 20%	17 23%	21 32%	11 19%	22 41%	13 32%	52 23%	27 29%	13 27%	6 22%	31 20%	47 29%	16 21%	40 27%	13 25%	20 20%	10 20%	7 7%	56 26%
WORKFORCE MULTIPLIER	70 17%	36 18%	24 20%	10 14%	10 15%	11 19%	18 33%	7 17%	28 12%	23 25%	14 30%	5 20%	30 19%	31 19%	8 11%	38 26%	11 20%	17 17%	3 6%	16 16%	38 17%
IMPROVE WORKPLACE SAFETY	59 15%	28 14%	15 12%	8 11%	12 19%	7 13%	15 27%	10 25%	24 10%	20 22%	8 17%	7 26%	20 13%	30 18%	9 11%	30 20%	5 10%	17 17%	6 12%	10 10%	33 15%
SOMETHING ELSE	34 8%	16 8%	10 8%	3 4%	5 8%	6 11%	7 13%	4 9%	14 6%	12 14%	4 9%	3 10%	14 9%	11 7%	8 10%	17 12%	6 11%	3 3%	7 14%	1 1%	17 8%
NOT CONSIDERING AUTOMATION AT THIS TIME	180 45%	89 45%	58 48%	38 52%	26 41%	25 45%	10 18%	11 28%	122 53%	28 31%	17 36%	11 41%	70 46%	75 46%	35 44%	53 36%	26 48%	43 43%	24 47%	65 65%	97 44%
DON'T KNOW/NOT SURE	1 -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 2%	- -	- -	- -	- -	- -	1 1%

Table 26-5
 QUESTION 24B:
 As you look for applications in your business that can be automated, what are some of the reasons you are exploring or considering exploring automation?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE=TOTAL SAMPLE	400	233	225	222	199	167	167	150	171	207	194	190	188	206	128	254	116	131	153
	100%	58%	56%	55%	50%	42%	42%	38%	43%	52%	48%	47%	47%	52%	32%	64%	29%	33%	38%
**D/S (CONSIDERING - NOT CONSIDERING)	38	40	30	22	18	33	37	29	37	1	47	-7	40	-2	44	-6	36	-10	13
	10%	17%	13%	10%	9%	20%	22%	19%	22%	-	24%	-4%	21%	-1%	34%	-2%	31%	-8%	9%
TOTAL CONSIDERING AUTOMATION	218	137	128	122	109	100	102	89	104	104	120	91	113	102	86	124	76	60	82
	55%	59%	57%	55%	55%	60%	61%	60%	61%	50%	62%	48%	60%	50%	67%	49%	65%	46%	54%
INCREASING PRODUCTIVITY	128	84	80	75	67	65	67	57	55	65	68	56	64	62	58	66	42	41	46
	32%	36%	36%	34%	34%	39%	40%	38%	32%	31%	35%	29%	34%	30%	45%	26%	36%	31%	30%
ELIMINATE REPETITIVE TASKS	98	68	60	64	54	45	50	43	54	42	57	39	49	47	41	52	40	26	32
	24%	29%	27%	29%	27%	27%	30%	29%	31%	20%	29%	21%	26%	23%	32%	21%	35%	20%	21%
WORKFORCE MULTIPLIER	70	53	48	48	30	45	46	39	40	30	39	30	40	29	31	39	31	20	19
	17%	23%	22%	22%	15%	27%	28%	26%	24%	14%	20%	16%	21%	14%	24%	15%	27%	15%	12%
IMPROVE WORKPLACE SAFETY	59	42	39	40	31	33	36	31	36	22	35	25	32	25	21	35	27	15	17
	15%	18%	17%	18%	15%	20%	21%	21%	21%	10%	18%	13%	17%	12%	16%	14%	24%	11%	11%
SOMETHING ELSE	34	20	15	15	15	14	11	12	15	18	17	15	15	19	13	19	9	9	15
	8%	9%	7%	7%	7%	9%	7%	8%	9%	8%	9%	8%	8%	9%	10%	8%	8%	7%	10%
NOT CONSIDERING AUTOMATION AT THIS TIME	180	97	97	100	90	66	65	61	67	103	74	98	73	104	42	130	40	71	69
	45%	41%	43%	45%	45%	40%	39%	40%	39%	50%	38%	52%	39%	50%	33%	51%	35%	54%	45%
DON'T KNOW/NOT SURE	1	-	-	-	-	1	-	-	-	-	-	-	1	-	-	-	-	-	1
	-	-	-	-	-	1%	-	-	-	-	-	-	1%	-	-	-	-	-	1%

Table 26-6
 QUESTION 24B:
 As you look for applications in your business that can be automated, what are some of the reasons you are exploring or considering exploring automation?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	REGION					
		IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (CONSIDERING - NOT CONSIDERING)	-10 -3%	3 5%	-3 -5%	17 33%	3 6%	-11 -21%	-19 -38%
TOTAL CONSIDERING AUTOMATION	148 48%	28 52%	24 47%	33 67%	27 53%	20 39%	16 31%

INCREASING PRODUCTIVITY	90 30%	18 33%	14 28%	22 43%	16 31%	12 25%	8 17%
ELIMINATE REPETITIVE TASKS	50 17%	13 25%	8 17%	12 23%	10 20%	3 6%	4 8%
WORKFORCE MULTIPLIER	46 15%	11 20%	7 14%	10 20%	3 6%	9 17%	7 14%
IMPROVE WORKPLACE SAFETY	39 13%	5 10%	7 14%	10 20%	6 12%	6 11%	5 10%
SOMETHING ELSE	17 6%	6 11%	1 3%	2 3%	7 14%	1 2%	- -
NOT CONSIDERING AUTOMATION AT THIS TIME	157 52%	26 48%	26 53%	17 33%	24 47%	30 61%	34 69%

Table 27-1
 QUESTION 25:
 Does your company currently have positions that are open and are hiring?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (YES - NO)	-68	-35	-29	-1	4	-7	-63	-5	-73	-20	32	-104	-10	46	-23	1	-2	-6	-21	-45	-63	-5	-4	3
	-17%	-25%	-33%	-2%	8%	-9%	-28%	-3%	-51%	-16%	31%	-51%	-8%	66%	-28%	2%	-5%	-16%	-29%	-14%	-39%	-4%	-5%	12%
TOTAL YES	163	52	29	23	23	37	81	82	35	52	66	49	54	57	28	29	21	16	26	136	48	57	39	14
-----	41%	37%	34%	47%	52%	45%	36%	47%	24%	41%	64%	24%	45%	82%	35%	51%	47%	42%	36%	42%	30%	48%	46%	56%
1-5%	90	31	14	15	9	23	44	46	17	25	45	26	24	41	18	16	8	9	11	79	21	33	25	7
	23%	22%	16%	30%	21%	28%	20%	27%	12%	19%	44%	13%	20%	59%	23%	28%	17%	24%	16%	25%	13%	28%	30%	31%
6-10%	47	15	8	4	10	10	23	24	8	19	16	11	22	12	8	11	8	5	8	39	14	18	8	5
	12%	11%	9%	9%	22%	12%	10%	14%	6%	15%	15%	5%	19%	17%	10%	20%	18%	13%	11%	12%	9%	15%	10%	19%
10-20%	16	5	4	1	2	4	9	6	5	5	5	7	6	3	2	1	3	2	4	12	5	5	3	1
	4%	4%	5%	2%	4%	4%	4%	4%	3%	4%	5%	4%	5%	4%	2%	1%	7%	5%	5%	4%	3%	4%	4%	6%
MORE THAN 20%	10	1	3	3	2	1	5	6	5	3	-	5	2	1	-	1	2	-	3	6	7	1	2	-
	3%	1%	4%	6%	5%	1%	2%	3%	3%	3%	-	3%	2%	2%	-	2%	5%	-	4%	2%	5%	1%	3%	-
0% - NO CURRENT POSITIONS OPEN	231	87	58	24	19	44	145	87	108	72	34	153	64	11	51	28	24	22	47	181	110	62	43	11
	58%	62%	66%	49%	44%	54%	64%	50%	75%	57%	33%	75%	53%	16%	63%	49%	53%	58%	64%	56%	69%	52%	52%	44%
DON'T KNOW/NOT SURE	5	-	-	2	2	1	-	5	-	2	2	1	2	2	1	-	-	-	-	5	1	-	2	-
	1%	-	-	3%	4%	2%	-	3%	-	2%	2%	-	2%	2%	2%	-	-	-	-	1%	1%	-	2%	-
REFUSED	1	1	-	-	-	-	1	-	1	-	-	1	-	-	-	-	-	-	-	1	1	-	-	-
	-	1%	-	-	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-	-
TOTAL YES HIRING + DIFFICULT	149	43	25	23	23	36	68	81	33	45	61	46	50	50	26	29	19	14	20	127	45	53	32	13
	37%	31%	28%	47%	52%	43%	30%	47%	23%	36%	60%	22%	42%	72%	33%	51%	42%	38%	28%	39%	28%	45%	38%	52%

Table 27-2
 QUESTION 25:
 Does your company currently have positions that are open and are hiring?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					NOT CONF																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (YES - NO)	-68	11	-43	-31	-33	-2	-28	-35	-16	-41	-12	-	-39	-24	-6	-34	-24	-8	-18	-39	-16	-114	22	25
	-17%	7%	-26%	-10%	-44%	-3%	-17%	-21%	-32%	-18%	-10%	-	-24%	-17%	-7%	-21%	-16%	-7%	-20%	-22%	-36%	-35%	87%	55%
TOTAL YES	163	80	61	142	21	24	69	63	17	89	53	47	59	56	37	64	61	54	37	70	15	103	23	34
-----	41%	53%	37%	44%	28%	48%	41%	38%	34%	40%	44%	49%	37%	41%	45%	39%	41%	46%	40%	38%	32%	32%	93%	76%
1-5%	90	44	34	78	12	13	34	41	8	51	28	22	37	32	17	40	33	22	27	41	11	49	18	23
	23%	29%	20%	24%	16%	26%	20%	25%	16%	23%	23%	23%	23%	23%	20%	24%	22%	19%	29%	22%	25%	15%	71%	52%
6-10%	47	24	17	40	6	6	22	14	6	25	15	14	13	18	13	17	16	22	7	16	2	33	6	6
	12%	15%	10%	13%	9%	12%	13%	9%	13%	11%	12%	15%	8%	13%	16%	10%	11%	18%	8%	9%	3%	10%	22%	14%
10-20%	16	5	9	15	1	3	6	6	1	9	5	8	5	3	7	4	4	6	2	7	-	13	-	3
	4%	4%	6%	5%	1%	6%	4%	4%	2%	4%	4%	8%	3%	2%	9%	3%	3%	6%	2%	4%	-	4%	-	6%
MORE THAN 20%	10	8	1	9	2	2	7	2	1	4	5	3	4	3	-	3	8	3	1	6	2	8	-	1
	3%	5%	1%	3%	2%	4%	4%	1%	3%	2%	4%	3%	3%	2%	-	2%	5%	3%	1%	3%	3%	2%	-	3%
0% - NO CURRENT POSITIONS OPEN	231	69	104	173	53	25	97	99	32	130	65	46	97	80	43	98	85	62	56	109	31	217	2	9
	58%	45%	62%	54%	72%	52%	58%	60%	66%	58%	54%	48%	61%	59%	52%	60%	58%	53%	60%	60%	68%	67%	7%	21%
DON'T KNOW/NOT SURE	5	4	1	5	-	-	1	3	-	2	2	3	2	-	2	1	1	1	-	4	-	3	-	2
	1%	2%	-	1%	-	-	1%	2%	-	1%	2%	3%	1%	-	3%	-	1%	1%	-	2%	-	1%	-	3%
REFUSED	1	-	1	1	-	-	-	-	-	1	-	-	1	-	-	1	-	1	-	-	-	1	-	-
	-	-	1%	-	-	-	-	-	-	1%	-	-	1%	-	-	1%	-	1%	-	-	-	-	-	-
TOTAL YES HIRING + DIFFICULT	149	72	56	127	21	21	62	59	13	85	48	37	55	54	34	60	54	49	35	61	14	96	22	28
	37%	47%	33%	40%	28%	42%	37%	36%	26%	38%	40%	39%	35%	40%	41%	37%	36%	42%	38%	34%	30%	30%	89%	62%

Table 27-3
 QUESTION 25:
 Does your company currently have positions that are open and are hiring?

BANNER 3

	GENDER			AGE			2025 PROJECTION					FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	316	84	83	86	124	88	102	132	77	132	118	110	86	61	52	39	19	294	99
	100%	79%	21%	21%	22%	31%	22%	26%	33%	19%	33%	30%	27%	21%	15%	13%	10%	5%	73%	25%
**D/S (YES - NO)	-68	-57	-11	-	-13	-19	-26	-13	-19	-23	-31	-29	40	-24	-25	3	-13	-11	-85	17
	-17%	-18%	-13%	-	-15%	-15%	-29%	-13%	-14%	-31%	-23%	-24%	36%	-28%	-42%	7%	-33%	-59%	-29%	17%
TOTAL YES	163	128	35	41	36	53	30	44	55	27	50	44	72	30	18	27	13	4	103	57
-----	41%	40%	42%	49%	41%	42%	35%	43%	42%	35%	38%	37%	66%	36%	29%	53%	32%	20%	35%	57%
1-5%	90	67	24	21	24	30	14	22	37	13	26	27	35	18	11	16	9	2	61	28
	23%	21%	28%	25%	28%	24%	15%	21%	28%	17%	20%	23%	32%	21%	19%	30%	23%	12%	21%	28%
6-10%	47	42	5	14	5	17	11	15	12	6	13	11	23	13	2	7	2	1	27	19
	12%	13%	5%	17%	6%	14%	12%	15%	9%	8%	10%	9%	21%	15%	4%	14%	4%	3%	9%	19%
10-20%	16	15	1	2	5	3	6	3	5	5	7	2	11	-	3	1	1	-	8	6
	4%	5%	1%	2%	5%	2%	7%	3%	4%	6%	6%	1%	10%	-	4%	2%	3%	-	3%	6%
MORE THAN 20%	10	4	6	4	2	3	-	5	2	3	4	4	3	-	2	3	1	1	7	4
	3%	1%	8%	5%	2%	2%	-	5%	1%	4%	3%	4%	3%	-	3%	7%	3%	5%	2%	4%
0% - NO CURRENT POSITIONS OPEN	231	185	46	41	48	72	56	57	74	50	81	72	33	55	43	24	26	15	188	40
	58%	59%	55%	49%	56%	58%	64%	56%	56%	65%	62%	61%	30%	64%	71%	46%	66%	80%	64%	40%
DON'T KNOW/NOT SURE	5	2	2	1	2	-	-	1	3	-	-	2	5	1	-	1	1	-	2	3
	1%	1%	3%	2%	2%	-	-	1%	2%	-	-	1%	4%	1%	-	1%	2%	-	1%	3%
REFUSED	1	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	-	-	1	-
	-	-	-	-	-	-	1%	-	-	-	-	1%	-	-	-	-	-	-	-	-
TOTAL YES HIRING + DIFFICULT	149	119	30	34	32	50	28	36	53	24	45	40	71	29	15	24	9	4	91	55
	37%	38%	35%	41%	37%	40%	32%	35%	40%	32%	34%	34%	65%	33%	25%	46%	24%	20%	31%	55%

Table 27-4
 QUESTION 25:
 Does your company currently have positions that are open and are hiring?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF	COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	197	121	73	64	55	55	39	231	90	47	26	154	163	80	149	54	100	51	100	218
	100%	49%	30%	18%	16%	14%	14%	10%	58%	23%	12%	7%	39%	41%	20%	37%	23%	43%	22%	43%	54%
**D/S (YES - NO)	-68	-70	38	-17	-24	11	-7	1	-231	90	47	26	11	-25	-50	149	-14	-17	2	-9	-61
	-17%	-36%	32%	-23%	-38%	21%	-13%	1%	-100%	100%	100%	100%	7%	-16%	-63%	100%	-26%	-17%	4%	-9%	-28%
TOTAL YES	163	62	78	27	20	33	23	20	-	90	47	26	80	68	15	149	19	41	26	46	78
	41%	32%	64%	37%	31%	60%	43%	51%	-	100%	100%	100%	52%	42%	18%	100%	34%	41%	51%	46%	36%
1-5%	90	35	36	18	14	16	14	11	-	90	-	-	38	43	9	81	10	29	12	26	43
	23%	18%	30%	25%	21%	29%	25%	27%	-	100%	-	-	25%	27%	11%	55%	18%	29%	24%	26%	20%
6-10%	47	18	30	4	3	14	7	4	-	-	47	-	29	16	2	45	9	6	10	12	21
	12%	9%	25%	5%	5%	26%	12%	11%	-	-	100%	-	19%	10%	2%	30%	16%	6%	20%	12%	10%
10-20%	16	5	7	2	2	2	-	4	-	-	-	16	8	6	2	13	-	1	2	7	9
	4%	3%	6%	3%	3%	4%	-	10%	-	-	-	60%	5%	4%	3%	9%	-	1%	4%	7%	4%
MORE THAN 20%	10	4	5	3	1	1	3	1	-	-	-	10	6	3	1	9	-	4	2	1	5
	3%	2%	4%	4%	2%	2%	5%	2%	-	-	-	40%	4%	2%	2%	6%	-	4%	4%	1%	2%
0% - NO CURRENT POSITIONS OPEN	231	133	40	44	44	22	31	19	231	-	-	-	69	94	65	-	33	58	24	54	139
	58%	68%	33%	60%	69%	40%	56%	49%	100%	-	-	-	45%	57%	82%	-	61%	58%	47%	54%	64%
DON'T KNOW/NOT SURE	5	1	3	1	-	-	1	-	-	-	-	-	5	-	-	-	3	1	1	-	-
	1%	1%	3%	1%	-	-	1%	-	-	-	-	-	3%	-	-	-	5%	1%	2%	-	-
REFUSED	1	-	-	1	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	1
	-	-	-	2%	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	1%
TOTAL YES HIRING + DIFFICULT	149	56	75	24	14	28	22	18	-	81	45	22	80	68	-	149	18	41	26	42	64
	37%	29%	62%	33%	21%	51%	40%	46%	-	90%	96%	86%	52%	42%	-	100%	33%	41%	51%	42%	29%

Table 27-5
QUESTION 25:
Does your company currently have positions that are open and are hiring?

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS			
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE=TOTAL SAMPLE	400	233	225	222	199	167	167	150	171	207	194	190	188	206	128	254	116	131	153
	100%	58%	56%	55%	50%	42%	42%	38%	43%	52%	48%	47%	47%	52%	32%	64%	29%	33%	38%
**D/S (YES - NO)	-68	-33	-20	-12	-29	9	-4	3	-4	-62	2	-70	8	-78	3	-64	11	-54	-24
	-17%	-14%	-9%	-5%	-15%	5%	-2%	2%	-2%	-30%	1%	-37%	4%	-38%	2%	-25%	9%	-41%	-16%
TOTAL YES	163	99	101	104	84	87	80	75	83	71	96	59	96	63	64	94	63	38	62
-----	41%	42%	45%	47%	42%	52%	48%	50%	49%	34%	50%	31%	51%	31%	50%	37%	55%	29%	41%
1-5%	90	51	56	54	49	49	41	37	48	37	61	26	55	34	36	51	41	17	33
	23%	22%	25%	24%	25%	29%	25%	24%	28%	18%	31%	14%	30%	16%	28%	20%	35%	13%	22%
6-10%	47	31	32	35	25	23	27	24	23	20	21	22	28	18	21	23	13	12	22
	12%	13%	14%	16%	13%	14%	16%	16%	13%	9%	11%	12%	15%	8%	17%	9%	11%	9%	14%
10-20%	16	10	7	8	3	9	9	7	8	8	8	6	9	5	5	11	6	4	6
	4%	4%	3%	4%	1%	5%	5%	5%	5%	4%	4%	3%	5%	3%	4%	4%	5%	3%	4%
MORE THAN 20%	10	6	5	6	6	6	3	7	4	7	5	5	4	7	1	9	4	5	2
	3%	3%	2%	3%	3%	4%	2%	5%	2%	3%	3%	3%	2%	3%	1%	4%	3%	4%	1%
0% - NO CURRENT POSITIONS OPEN	231	132	121	116	113	78	84	71	87	133	94	129	88	141	61	158	53	92	86
	58%	56%	54%	52%	57%	47%	51%	48%	51%	64%	49%	68%	47%	68%	48%	62%	45%	70%	56%
DON'T KNOW/NOT SURE	5	2	1	1	2	1	1	3	1	2	2	1	2	2	3	1	-	1	4
	1%	1%	1%	1%	1%	1%	1%	2%	-	1%	1%	1%	1%	1%	2%	1%	-	1%	2%
REFUSED	1	1	1	1	1	1	1	1	-	1	1	-	1	-	-	1	-	-	1
	-	-	-	1%	1%	1%	1%	1%	-	1%	1%	-	1%	-	-	-	-	-	1%
TOTAL YES HIRING + DIFFICULT	149	92	96	94	76	80	72	69	73	69	87	56	85	60	59	86	54	36	59
	37%	39%	42%	42%	38%	48%	43%	46%	43%	33%	45%	30%	45%	29%	47%	34%	47%	28%	38%

Table 27-6

QUESTION 25:

Does your company currently have positions that are open and are hiring?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	REGION					
		IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (YES - NO)	-38 -12%	-14 -26%	-7 -14%	-10 -20%	2 4%	-3 -6%	-5 -11%
TOTAL YES -----	131 43%	19 34%	21 41%	20 40%	26 51%	23 47%	22 45%
1-5%	77 25%	10 18%	12 25%	17 34%	12 24%	17 33%	9 18%
6-10%	37 12%	9 16%	3 5%	3 7%	10 20%	3 6%	9 18%
10-20%	11 4%	- -	1 3%	- -	2 4%	4 7%	4 7%
MORE THAN 20%	7 2%	- -	4 8%	- -	2 4%	- -	1 1%
0% - NO CURRENT POSITIONS OPEN	169 55%	33 61%	28 56%	30 60%	24 47%	27 53%	28 55%
DON'T KNOW/NOT SURE	5 2%	3 5%	1 3%	- -	1 2%	- -	- -
TOTAL YES HIRING + DIFFICULT	127 41%	18 33%	21 41%	20 40%	26 51%	20 39%	22 45%

Table 28-1
 QUESTION 26:
 Overall, how difficult do you think it is to attract qualified candidates to manufacturers like you?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (DIFFICULT - NOT DIFFICULT)	238	69	51	26	38	55	119	118	89	49	79	106	77	52	55	46	28	16	38	196	97	76	46	12
	59%	49%	59%	54%	88%	67%	53%	68%	62%	39%	78%	52%	64%	75%	69%	82%	62%	41%	52%	61%	60%	64%	55%	49%
TOTAL DIFFICULT	317	103	69	37	40	68	172	146	117	87	90	154	98	61	67	51	37	27	55	258	129	97	65	18
-----	79%	74%	79%	77%	94%	83%	76%	84%	81%	69%	89%	75%	82%	87%	84%	91%	81%	71%	76%	80%	80%	81%	77%	74%
TOTAL NOT DIFFICULT	80	35	18	11	3	14	52	27	27	38	11	48	21	9	12	5	8	11	17	62	32	21	19	6
-----	20%	25%	20%	23%	6%	17%	23%	16%	19%	30%	11%	23%	18%	13%	15%	9%	19%	29%	24%	19%	20%	18%	22%	26%
VERY DIFFICULT	154	45	36	21	18	33	82	73	55	47	41	75	55	24	36	31	20	9	25	129	64	50	30	6
	39%	32%	42%	44%	42%	41%	36%	42%	39%	37%	40%	37%	46%	35%	46%	55%	44%	24%	34%	40%	40%	42%	35%	24%
SOMEWHAT DIFFICULT	163	58	32	16	22	35	90	73	61	40	49	79	43	37	31	20	17	18	31	129	64	47	35	12
	41%	41%	37%	32%	52%	43%	40%	42%	43%	32%	48%	39%	36%	53%	38%	36%	37%	47%	42%	40%	40%	40%	42%	50%
NOT TOO DIFFICULT	52	24	10	8	2	8	34	18	17	26	8	31	16	5	9	4	5	7	12	39	16	16	14	4
	13%	17%	12%	18%	4%	10%	15%	10%	12%	20%	8%	15%	13%	7%	12%	7%	11%	19%	17%	12%	10%	14%	16%	15%
NOT DIFFICULT AT ALL	28	11	8	3	1	6	18	9	10	12	2	17	5	4	3	1	4	4	5	23	16	5	5	3
	7%	8%	9%	6%	2%	7%	8%	5%	7%	10%	2%	8%	4%	6%	3%	2%	8%	10%	7%	7%	10%	4%	6%	10%
DON'T KNOW	2	1	1	-	-	-	2	-	-	1	1	1	1	-	1	-	-	-	-	2	-	1	1	-
	-	1%	1%	-	-	-	1%	-	-	1%	1%	1%	1%	-	1%	-	-	-	-	1%	-	1%	1%	-
REFUSED	1	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	-	-	-	1	-	-	-	-
	-	1%	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-

Table 28-2
 QUESTION 26:
 Overall, how difficult do you think it is to attract qualified candidates to manufacturers like you?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					74																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (DIFFICULT - NOT DIFFICULT)	238	76	115	191	46	20	99	110	17	161	58	42	104	89	36	105	94	84	61	90	25	183	23	29
	59%	49%	69%	59%	63%	40%	60%	67%	34%	72%	48%	44%	65%	65%	43%	64%	64%	72%	65%	49%	54%	56%	91%	66%
TOTAL DIFFICULT	317	114	141	254	60	34	133	136	33	191	89	69	131	111	58	134	120	100	77	135	35	252	24	37
	79%	74%	84%	79%	81%	70%	80%	83%	67%	86%	74%	72%	83%	81%	70%	82%	81%	86%	83%	74%	77%	78%	95%	83%
TOTAL NOT DIFFICULT	80	38	26	64	14	15	33	26	16	30	31	27	28	23	23	29	26	16	16	46	10	69	1	8
	20%	25%	15%	20%	19%	30%	20%	16%	33%	13%	26%	28%	17%	16%	27%	18%	18%	14%	17%	25%	23%	21%	5%	17%
VERY DIFFICULT	154	50	63	113	38	17	56	75	10	109	33	29	75	48	28	73	50	50	39	60	14	130	13	11
	39%	33%	38%	35%	52%	34%	34%	45%	21%	49%	27%	30%	47%	35%	34%	45%	34%	43%	42%	33%	31%	40%	52%	25%
SOMEWHAT DIFFICULT	163	63	78	141	22	18	77	62	23	81	56	40	57	63	30	61	69	50	37	75	21	122	11	26
	41%	41%	46%	44%	30%	36%	46%	37%	46%	37%	46%	42%	36%	46%	36%	37%	47%	43%	40%	41%	46%	38%	43%	58%
NOT TOO DIFFICULT	52	22	22	44	7	9	21	20	7	22	21	17	23	11	14	22	16	12	14	26	4	47	-	5
	13%	14%	13%	14%	10%	19%	13%	12%	15%	10%	18%	17%	15%	8%	17%	13%	11%	10%	15%	14%	9%	15%	-	11%
NOT DIFFICULT AT ALL	28	16	4	20	7	5	12	7	9	8	10	10	4	12	9	7	10	4	3	20	7	22	1	3
	7%	10%	2%	6%	9%	11%	7%	4%	18%	4%	8%	11%	3%	9%	11%	4%	7%	3%	3%	11%	14%	7%	5%	7%
DON'T KNOW	2	2	-	2	-	-	1	1	-	1	1	-	-	2	2	-	-	1	-	1	-	2	-	-
	-	1%	-	1%	-	-	-	1%	-	1%	1%	-	-	1%	2%	-	-	1%	-	1%	-	1%	-	-
REFUSED	1	-	1	1	-	-	-	1	-	1	-	-	-	1	-	-	1	-	-	-	-	1	-	-
	-	-	1%	-	-	-	-	1%	-	1%	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-

Table 28-3
 QUESTION 26:
 Overall, how difficult do you think it is to attract qualified candidates to manufacturers like you?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	INFL-ATION	INCR MAT COSTS	ATTR-ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	316	84	83	86	124	88	102	132	77	132	118	110	86	61	52	39	19	294	99
	100%	79%	21%	21%	22%	31%	22%	26%	33%	19%	33%	30%	27%	21%	15%	13%	10%	5%	73%	25%
**D/S (DIFFICULT - NOT DIFFICULT)	238	189	49	57	48	85	36	36	101	46	78	77	97	50	22	24	19	13	159	75
	59%	60%	58%	69%	55%	69%	41%	36%	77%	60%	59%	65%	89%	58%	36%	45%	50%	72%	54%	75%
TOTAL DIFFICULT	317	251	66	70	67	104	62	69	117	62	105	97	103	67	41	38	29	16	225	87
	79%	79%	79%	84%	77%	84%	70%	68%	89%	80%	79%	82%	94%	78%	67%	73%	75%	86%	77%	88%
TOTAL NOT DIFFICULT	80	62	18	12	19	19	26	33	15	15	26	20	5	17	19	14	10	3	67	12
	20%	20%	21%	15%	22%	15%	30%	32%	11%	20%	20%	17%	5%	20%	32%	27%	25%	14%	23%	12%
VERY DIFFICULT	154	121	34	27	27	61	34	30	51	35	56	42	63	30	23	19	14	4	101	50
	39%	38%	40%	33%	32%	49%	39%	30%	39%	45%	43%	35%	58%	35%	37%	36%	35%	20%	34%	51%
SOMEWHAT DIFFICULT	163	130	33	43	39	43	28	39	65	27	48	55	40	37	18	19	16	12	124	37
	41%	41%	39%	51%	45%	35%	32%	38%	50%	35%	37%	47%	36%	43%	30%	37%	40%	66%	42%	37%
NOT TOO DIFFICULT	52	40	12	10	15	12	13	21	12	11	20	16	5	12	11	12	9	2	46	6
	13%	13%	14%	12%	18%	10%	14%	20%	9%	15%	15%	13%	4%	14%	18%	23%	23%	10%	16%	6%
NOT DIFFICULT AT ALL	28	22	5	2	4	7	13	12	3	4	7	4	1	5	8	2	1	1	21	7
	7%	7%	7%	3%	4%	5%	15%	12%	2%	5%	5%	4%	1%	6%	14%	5%	3%	4%	7%	7%
DON'T KNOW	2	2	-	-	1	1	-	-	-	-	1	-	1	1	1	-	-	-	2	-
	-	1%	-	-	1%	1%	-	-	-	-	1%	-	1%	1%	1%	-	-	-	1%	-
REFUSED	1	1	-	1	-	-	-	-	-	-	-	1	-	1	-	-	-	-	-	-
	-	-	-	1%	-	-	-	-	-	-	-	1%	-	1%	-	-	-	-	-	-

Table 28-4
 QUESTION 26:
 Overall, how difficult do you think it is to attract qualified candidates to manufacturers like you?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF	COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (DIFFICULT - NOT DIFFICULT)	238 59%	98 50%	99 82%	47 64%	26 40%	38 69%	38 70%	23 59%	98 42%	72 80%	43 92%	19 72%	154 100%	163 100%	-80 -100%	149 100%	27 51%	62 62%	41 80%	68 68%	114 52%
TOTAL DIFFICULT	317 79%	146 74%	110 91%	59 81%	45 70%	47 84%	46 85%	31 79%	163 71%	81 90%	45 96%	22 86%	154 100%	163 100%	-	149 100%	41 75%	81 81%	46 90%	84 84%	164 75%
TOTAL NOT DIFFICULT	80 20%	48 24%	10 9%	13 17%	19 30%	9 16%	8 15%	8 21%	65 28%	9 10%	2 4%	4 14%	-	-	80 100%	-	13 25%	19 19%	5 10%	16 16%	51 23%
VERY DIFFICULT	154 39%	62 31%	75 62%	30 41%	19 30%	28 50%	21 39%	14 37%	69 30%	38 42%	29 62%	14 52%	154 100%	-	-	80 54%	27 51%	35 35%	20 39%	40 40%	77 35%
SOMEWHAT DIFFICULT	163 41%	84 43%	34 28%	29 40%	26 40%	19 35%	25 47%	17 42%	94 41%	43 48%	16 34%	9 34%	-	163 100%	-	68 46%	13 25%	46 46%	26 51%	44 44%	87 40%
NOT TOO DIFFICULT	52 13%	32 16%	6 5%	13 17%	12 18%	9 16%	4 7%	6 16%	41 18%	8 9%	2 4%	1 4%	-	-	52 65%	-	11 20%	15 15%	3 6%	9 9%	33 15%
NOT DIFFICULT AT ALL	28 7%	16 8%	4 3%	-	8 12%	-	4 8%	2 5%	24 10%	1 1%	-	2 10%	-	-	28 35%	-	3 5%	4 4%	2 4%	7 7%	18 8%
DON'T KNOW	2 -	2 1%	1 1%	1 2%	-	-	-	-	2 1%	-	-	-	-	-	-	-	-	-	-	-	2 1%
REFUSED	1 -	1 1%	-	-	-	-	-	-	1 -	-	-	-	-	-	-	-	-	-	-	-	1 1%

Table 28-5
 QUESTION 26:
 Overall, how difficult do you think it is to attract qualified candidates to manufacturers like you?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE=TOTAL SAMPLE	400	233	225	222	199	167	167	150	171	207	194	190	188	206	128	254	116	131	153
	100%	58%	56%	55%	50%	42%	42%	38%	43%	52%	48%	47%	47%	52%	32%	64%	29%	33%	38%
**D/S (DIFFICULT - NOT DIFFICULT)	238	138	143	135	124	104	97	97	103	126	121	110	111	123	87	148	76	80	81
	59%	59%	64%	61%	62%	62%	58%	65%	60%	61%	62%	58%	59%	60%	68%	58%	66%	61%	53%
TOTAL DIFFICULT	317	185	184	178	161	134	132	123	137	165	157	149	148	164	107	200	96	105	117
	79%	79%	82%	80%	81%	80%	79%	82%	80%	80%	81%	78%	79%	80%	84%	79%	83%	80%	76%
TOTAL NOT DIFFICULT	80	47	41	43	37	31	35	26	34	39	36	39	38	41	20	52	20	24	35
	20%	20%	18%	19%	19%	18%	21%	17%	20%	19%	19%	20%	20%	20%	16%	20%	17%	18%	23%
VERY DIFFICULT	154	83	95	84	81	61	68	60	58	88	69	79	70	84	55	98	38	57	59
	39%	36%	42%	38%	40%	37%	41%	40%	34%	42%	35%	42%	37%	41%	43%	38%	33%	43%	39%
SOMEWHAT DIFFICULT	163	102	89	94	80	73	63	63	78	77	88	69	78	80	52	103	58	48	57
	41%	44%	39%	42%	40%	44%	38%	42%	46%	37%	46%	37%	42%	39%	41%	40%	50%	36%	38%
NOT TOO DIFFICULT	52	34	28	32	28	22	26	16	23	26	23	26	24	27	10	37	11	15	26
	13%	15%	12%	15%	14%	13%	16%	11%	13%	12%	12%	14%	13%	13%	8%	14%	10%	11%	17%
NOT DIFFICULT AT ALL	28	13	13	11	10	9	8	10	11	13	13	13	14	14	10	15	9	9	10
	7%	6%	6%	5%	5%	5%	5%	7%	7%	6%	7%	7%	7%	7%	8%	6%	8%	7%	6%
DON'T KNOW	2	1	1	1	1	2	1	1	-	2	1	1	2	-	1	1	-	1	1
	-	-	-	-	-	1%	-	-	-	1%	-	1%	1%	-	1%	-	-	1%	-
REFUSED	1	-	-	-	-	-	-	-	-	1	-	1	-	1	-	1	-	1	-
	-	-	-	-	-	-	-	-	-	-	1%	-	1%	-	-	-	-	1%	-

Table 28-6
 QUESTION 26:
 Overall, how difficult do you think it is to attract qualified candidates to manufacturers like you?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (DIFFICULT - NOT DIFFICULT)	199 65%	27 51%	22 45%	40 80%	41 80%	31 63%	37 73%
TOTAL DIFFICULT -----	252 83%	41 75%	36 72%	45 90%	46 90%	41 81%	43 87%
TOTAL NOT DIFFICULT -----	53 17%	13 25%	14 28%	5 10%	5 10%	9 19%	7 13%
VERY DIFFICULT	123 40%	27 51%	15 30%	20 40%	20 39%	20 40%	20 41%
SOMEWHAT DIFFICULT	129 42%	13 25%	21 42%	25 50%	26 51%	21 42%	23 46%
NOT TOO DIFFICULT	37 12%	11 20%	10 20%	5 10%	3 6%	2 5%	6 12%
NOT DIFFICULT AT ALL	16 5%	3 5%	4 8%	- -	2 4%	7 14%	1 1%

Table 29-1
 QUESTION 27:
 When thinking about attracting and hiring new employees, what does your company want to be known for?

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE					
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
WORK-LIFE BALANCE	233	81	47	29	26	51	128	105	75	87	58	111	79	41	49	33	22	27	49	183	87	71	59	13
	58%	58%	55%	60%	60%	62%	56%	61%	52%	69%	57%	55%	65%	58%	61%	58%	49%	71%	67%	57%	54%	60%	70%	54%
COMPETITIVE SALARY	225	88	48	25	20	44	136	88	69	76	64	107	69	45	50	39	22	18	36	186	80	76	50	12
	56%	63%	56%	51%	47%	53%	60%	51%	48%	60%	63%	52%	57%	64%	62%	69%	50%	49%	49%	58%	50%	64%	60%	51%
SAFE WORK ENVIRONMENT	222	81	46	30	22	43	127	95	59	77	68	97	71	48	53	36	21	21	36	182	71	79	55	12
	55%	58%	52%	62%	51%	53%	56%	55%	41%	61%	67%	48%	59%	70%	67%	63%	47%	55%	50%	56%	44%	66%	65%	49%
FLEXIBLE SHIFTS AND WORK SCHEDULES	199	73	41	24	23	38	114	85	69	72	47	97	60	39	40	26	20	20	38	159	76	56	48	12
	50%	52%	47%	51%	52%	46%	50%	49%	48%	57%	46%	48%	50%	56%	50%	46%	45%	53%	52%	49%	47%	47%	57%	51%
INDUSTRY LEADER	167	63	34	16	15	39	97	70	36	62	60	64	57	43	32	25	17	20	32	133	52	59	40	10
	42%	45%	39%	34%	35%	48%	43%	41%	25%	49%	59%	31%	48%	61%	40%	45%	38%	54%	44%	41%	32%	49%	47%	42%
GREAT BENEFITS	167	64	39	20	12	32	103	64	35	65	58	66	58	39	43	29	14	19	27	138	45	67	40	10
	42%	46%	44%	42%	27%	39%	45%	37%	24%	51%	57%	33%	49%	56%	54%	52%	31%	50%	37%	43%	28%	56%	48%	43%
CAREER GROWTH	150	54	29	17	17	33	84	66	34	55	50	59	51	37	34	25	14	18	23	125	44	55	37	9
	38%	39%	34%	35%	39%	40%	37%	38%	24%	43%	49%	29%	42%	53%	42%	45%	31%	47%	31%	39%	28%	46%	44%	39%
OTHER	36	16	7	3	4	5	24	12	18	5	10	23	7	6	7	6	5	2	4	31	17	12	4	3
	9%	12%	8%	7%	9%	6%	10%	7%	13%	4%	10%	11%	6%	9%	9%	11%	12%	6%	6%	10%	10%	10%	5%	12%
DON'T KNOW	2	-	1	1	-	-	1	1	2	-	-	2	-	-	-	-	1	-	-	2	2	-	-	-
	-	-	1%	2%	-	-	-	1%	1%	-	-	1%	-	-	-	-	2%	-	-	1%	1%	-	-	-
REFUSED	4	1	1	-	-	2	2	2	3	-	-	4	-	-	2	1	-	-	-	4	2	-	-	1
	1%	1%	1%	-	-	3%	1%	1%	2%	-	-	2%	-	-	3%	2%	-	-	-	1%	1%	-	-	4%

Table 29-2
QUESTION 27:
When thinking about attracting and hiring new employees, what does your company want to be known for?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					74																			
BASE-TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
WORK-LIFE BALANCE	233	95	101	195	35	32	102	91	31	122	74	60	91	76	51	89	90	71	49	111	26	190	15	26
	58%	62%	60%	61%	48%	65%	61%	55%	64%	55%	62%	62%	57%	56%	62%	55%	61%	61%	52%	61%	58%	59%	60%	57%
COMPETITIVE SALARY	225	91	92	183	40	26	103	86	26	128	69	46	90	83	41	94	85	66	49	106	28	176	19	25
	56%	59%	55%	57%	54%	53%	62%	52%	53%	58%	57%	48%	56%	60%	50%	58%	58%	57%	52%	58%	62%	54%	78%	56%
SAFE WORK ENVIRONMENT	222	85	103	188	31	25	102	86	27	121	69	48	90	77	43	87	89	68	51	100	26	169	17	32
	55%	56%	62%	59%	42%	51%	61%	52%	55%	54%	57%	50%	57%	57%	51%	53%	60%	58%	55%	55%	57%	52%	67%	71%
FLEXIBLE SHIFTS AND WORK SCHEDULES	199	79	86	165	32	24	83	82	27	96	71	46	81	67	39	79	78	57	44	94	24	157	14	24
	50%	52%	51%	51%	43%	48%	50%	50%	54%	43%	59%	48%	51%	49%	47%	48%	53%	48%	48%	52%	54%	49%	58%	54%
INDUSTRY LEADER	167	75	67	143	23	18	71	71	23	90	50	40	58	63	36	62	64	52	40	73	16	122	15	28
	42%	49%	40%	44%	31%	37%	43%	43%	46%	41%	42%	42%	37%	46%	44%	38%	43%	45%	43%	40%	35%	38%	59%	63%
GREAT BENEFITS	167	74	73	147	19	21	80	62	22	91	51	42	66	55	38	61	66	57	32	76	18	125	13	26
	42%	48%	43%	46%	26%	43%	48%	38%	44%	41%	42%	44%	42%	40%	45%	38%	45%	48%	34%	42%	39%	39%	53%	58%
CAREER GROWTH	150	65	63	127	22	15	69	62	21	84	43	42	59	46	30	57	61	46	32	70	13	110	10	27
	38%	42%	37%	40%	30%	31%	41%	38%	42%	38%	36%	44%	37%	34%	37%	35%	41%	40%	34%	38%	28%	34%	41%	60%
OTHER	36	13	12	25	8	1	21	12	4	21	10	5	14	15	8	17	9	16	9	11	4	30	2	4
	9%	9%	7%	8%	11%	2%	13%	7%	9%	10%	8%	6%	9%	11%	10%	10%	6%	14%	9%	6%	8%	9%	7%	10%
DON'T KNOW	2	2	-	2	-	-	-	2	1	-	1	-	1	1	-	1	1	-	2	-	-	2	-	-
	-	1%	-	1%	-	-	-	1%	2%	-	1%	-	1%	1%	-	1%	1%	-	2%	-	-	1%	-	-
REFUSED	4	2	1	3	1	-	3	1	-	3	1	-	-	4	-	-	4	-	1	2	2	4	-	-
	1%	1%	1%	1%	2%	-	2%	1%	-	1%	1%	-	-	3%	-	-	3%	-	1%	1%	4%	1%	-	-

Table 29-3
 QUESTION 27:
 When thinking about attracting and hiring new employees, what does your company want to be known for?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- -SION	FLAT	RECES- -SION	INFL- -TION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
WORK-LIFE BALANCE	233 58%	183 58%	51 60%	50 60%	57 67%	78 63%	40 45%	59 58%	75 57%	47 61%	72 55%	74 63%	62 57%	51 64%	39 59%	31 59%	25 63%	11 57%	171 58%	60 60%
COMPETITIVE SALARY	225 56%	188 59%	37 44%	38 46%	47 54%	85 68%	46 52%	56 55%	76 58%	41 53%	80 60%	65 55%	70 64%	51 60%	38 62%	26 51%	22 56%	9 47%	162 55%	59 59%
SAFE WORK ENVIRONMENT	222 55%	175 55%	47 56%	39 47%	55 63%	75 60%	43 49%	51 50%	82 62%	39 51%	74 56%	66 56%	66 60%	49 57%	38 62%	28 53%	25 63%	10 52%	168 57%	53 54%
FLEXIBLE SHIFTS AND WORK SCHEDULES	199 50%	156 49%	43 51%	46 56%	44 50%	66 53%	35 40%	54 53%	68 52%	41 53%	63 48%	63 53%	53 48%	43 50%	31 51%	28 55%	21 53%	11 58%	154 52%	45 46%
INDUSTRY LEADER	167 42%	140 44%	27 33%	33 40%	33 38%	63 51%	29 33%	40 39%	55 42%	31 40%	55 41%	48 40%	55 50%	32 37%	25 40%	25 48%	16 42%	7 37%	126 43%	38 39%
GREAT BENEFITS	167 42%	133 42%	34 40%	33 40%	34 40%	60 49%	33 37%	38 38%	56 42%	30 39%	49 38%	44 37%	51 47%	35 40%	31 51%	24 47%	18 45%	9 50%	122 42%	45 45%
CAREER GROWTH	150 38%	124 39%	26 31%	30 36%	28 32%	62 50%	21 24%	35 35%	51 38%	24 31%	49 37%	45 38%	50 46%	27 32%	24 39%	20 38%	14 35%	9 49%	111 38%	38 38%
OTHER	36 9%	24 8%	11 14%	6 7%	8 9%	9 7%	12 14%	7 7%	7 6%	10 13%	9 7%	6 5%	9 8%	9 11%	8 13%	7 13%	4 9%	1 6%	21 7%	15 15%
DON'T KNOW	2 -	2 1%	- -	- -	- -	1 1%	1 1%	1 1%	- -	- -	2 2%	- -	- -	- -	1 2%	- -	- -	- -	1 -	1 1%
REFUSED	4 1%	4 1%	- -	1 1%	- -	1 1%	2 2%	- -	1 1%	2 3%	1 1%	1 1%	1 1%	1 1%	1 2%	- -	- -	1 6%	3 1%	- -

Table 29-4
 QUESTION 27:
 When thinking about attracting and hiring new employees, what does your company want to be known for?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS						
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
WORK-LIFE BALANCE	233 58%	126 64%	63 52%	45 62%	35 54%	36 66%	36 67%	20 50%	132 57%	51 57%	31 66%	16 63%	83 54%	102 62%	47 60%	92 62%	35 64%	67 67%	33 65%	52 52%	125 57%
COMPETITIVE SALARY	225 56%	113 57%	79 65%	46 62%	34 53%	39 70%	39 72%	23 58%	121 52%	56 62%	32 69%	13 49%	95 62%	89 54%	41 51%	96 64%	30 56%	54 54%	26 51%	47 47%	132 60%
SAFE WORK ENVIRONMENT	222 55%	116 59%	68 56%	43 58%	32 49%	36 64%	38 70%	21 54%	116 50%	54 60%	35 76%	14 55%	84 55%	94 58%	43 54%	94 63%	36 67%	66 66%	27 53%	45 45%	122 56%
FLEXIBLE SHIFTS AND WORK SCHEDULES	199 50%	102 52%	61 50%	39 53%	33 51%	30 54%	32 59%	17 44%	113 49%	49 54%	25 54%	9 35%	81 52%	80 49%	37 47%	76 51%	31 57%	49 49%	29 57%	30 30%	111 51%
INDUSTRY LEADER	167 42%	86 44%	54 44%	38 52%	23 36%	25 45%	29 54%	13 34%	78 34%	49 54%	23 48%	15 59%	61 40%	73 45%	31 39%	80 54%	20 38%	46 46%	22 43%	34 34%	93 43%
GREAT BENEFITS	167 42%	86 43%	55 46%	35 48%	24 37%	25 45%	31 57%	21 53%	84 36%	41 45%	27 57%	12 48%	68 44%	63 39%	35 43%	72 48%	26 48%	46 46%	15 29%	33 33%	99 45%
CAREER GROWTH	150 38%	73 37%	47 38%	30 40%	18 28%	27 49%	28 51%	14 36%	71 31%	37 40%	24 52%	14 54%	60 39%	63 39%	26 33%	69 46%	20 38%	48 48%	21 41%	41 41%	80 37%
OTHER	36 9%	17 9%	7 6%	4 5%	7 10%	8 14%	4 6%	4 11%	24 11%	4 11%	7 14%	1 3%	14 9%	14 8%	7 9%	11 7%	5 10%	3 3%	3 6%	8 8%	21 10%
DON'T KNOW	2 -	1 -	- -	- -	- -	- -	- -	1 2%	2 1%	- -	- -	- -	1 1%	- -	1 1%	- -	- -	1 1%	- -	6 6%	1 -
REFUSED	4 1%	2 1%	1 1%	- -	1 2%	- -	- -	- -	4 2%	- -	- -	- -	1 1%	1 1%	1 1%	- -	- -	- -	- -	1 1%	2 1%

Table 29-5
 QUESTION 27:
 When thinking about attracting and hiring new employees, what does your company want to be known for?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP	SAFE	FLEX	INDUS	BENE-	CAREER	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI- THER	REST
		BAL	SALARY	ENVIR	SHIFTS	-TRY LEADER	FITS	GROWTH											
BASE=TOTAL SAMPLE	400	233	225	222	199	167	167	150	171	207	194	190	188	206	128	254	116	131	153
	100%	58%	56%	55%	50%	42%	42%	38%	43%	52%	48%	47%	47%	52%	32%	64%	29%	33%	38%
WORK-LIFE BALANCE	233	233	157	177	144	134	133	127	110	116	122	104	111	119	65	160	75	70	89
	58%	100%	70%	80%	73%	80%	80%	85%	64%	56%	63%	55%	59%	58%	51%	63%	65%	53%	58%
COMPETITIVE SALARY	225	157	225	169	134	128	141	128	95	116	113	105	110	112	74	143	65	72	87
	56%	67%	100%	76%	67%	76%	84%	85%	56%	56%	59%	55%	59%	54%	58%	56%	56%	55%	57%
SAFE WORK ENVIRONMENT	222	177	169	222	143	136	141	134	106	107	115	99	110	107	75	136	73	64	85
	55%	76%	75%	100%	72%	81%	84%	89%	62%	52%	59%	52%	59%	52%	59%	53%	63%	49%	56%
FLEXIBLE SHIFTS AND WORK SCHEDULES	199	144	134	143	199	101	103	98	89	98	99	90	93	102	72	119	59	60	80
	50%	62%	60%	64%	100%	61%	62%	65%	52%	48%	51%	48%	50%	49%	56%	47%	51%	45%	53%
INDUSTRY LEADER	167	134	128	136	101	167	106	112	82	78	98	61	96	68	64	98	62	41	63
	42%	57%	57%	61%	51%	100%	64%	75%	48%	38%	51%	32%	51%	33%	50%	39%	54%	32%	41%
GREAT BENEFITS	167	133	141	141	103	106	167	111	75	83	90	72	88	76	63	96	55	50	62
	42%	57%	63%	63%	52%	63%	100%	74%	44%	40%	46%	38%	47%	37%	49%	38%	48%	38%	40%
CAREER GROWTH	150	127	128	134	98	112	111	150	78	64	90	53	82	66	58	87	60	36	54
	38%	54%	57%	60%	49%	67%	67%	100%	45%	31%	47%	28%	44%	32%	46%	34%	52%	28%	35%
OTHER	36	11	9	14	9	5	8	5	15	17	15	20	18	18	15	19	8	10	18
	9%	5%	4%	6%	5%	3%	5%	3%	9%	8%	8%	11%	10%	9%	12%	7%	7%	8%	12%
DON'T KNOW	2	-	-	-	-	-	-	-	1	1	1	1	-	2	-	2	1	1	-
	-	-	-	-	-	-	-	-	1%	-	1%	1%	-	1%	-	1%	1%	1%	-
REFUSED	4	-	-	-	-	-	-	-	-	4	-	4	-	4	-	4	-	4	-
	1%	-	-	-	-	-	-	-	-	2%	-	2%	-	2%	-	2%	-	3%	-

Table 29-6

QUESTION 27:

When thinking about attracting and hiring new employees, what does your company want to be known for?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF NORTH-		SOUTH SW		WEST	
		INIT	LAND	NW MN	MN	INIT	CENT
						INIT	
BASE-TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
WORK-LIFE BALANCE	187 61%	35 64%	25 50%	42 84%	33 65%	19 38%	33 66%
SAFE WORK ENVIRONMENT	175 57%	36 67%	36 73%	30 60%	27 53%	15 30%	30 60%
COMPETITIVE SALARY	158 52%	30 56%	21 42%	33 67%	26 51%	17 33%	31 62%
FLEXIBLE SHIFTS AND WORK SCHEDULES	140 46%	31 57%	19 39%	30 60%	29 57%	7 15%	23 46%
CAREER GROWTH	130 43%	20 38%	19 39%	28 57%	21 41%	18 36%	23 46%
INDUSTRY LEADER	122 40%	20 38%	22 45%	23 47%	22 43%	15 29%	19 39%
GREAT BENEFITS	120 39%	26 48%	20 39%	27 54%	15 29%	9 17%	24 48%
OTHER	19 6%	5 10%	3 5%	-	3 6%	6 11%	2 5%
DON'T KNOW	7 2%	-	1 3%	-	-	6 11%	-
REFUSED	1 -	-	-	-	-	1 1%	1 1%

Table 30-1
 QUESTION 28:
 On a different topic, does your company's senior leadership have an exit or succession plan?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL- \$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC- ISION	METAL	PROC- ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MAN- AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	227 57%	173 43%	144 36%	126 32%	102 25%	204 51%	120 30%	70 17%	80 20%	57 14%	45 11%	38 9%	73 18%	322 81%	160 40%	119 30%	84 21%	24 6%
**D/S (YES - NO)	-36 -9%	-3 -2%	-13 -15%	-15 -31%	11 25%	-16 -19%	-17 -7%	-20 -12%	-46 -32%	-15 -12%	28 28%	-69 -34%	-4 -3%	34 49%	-8 -10%	-4 -8%	1 3%	-3 -8%	-15 -21%	-25 -8%	-48 -30%	10 8%	4 4%	-1 -3%
YES	171 43%	66 47%	33 38%	15 32%	26 61%	30 37%	99 43%	72 42%	47 33%	53 42%	61 60%	65 32%	54 45%	49 70%	34 43%	25 45%	22 49%	17 45%	26 36%	140 43%	53 33%	63 53%	39 46%	10 42%
NO	207 52%	69 49%	46 53%	30 63%	15 36%	46 56%	115 51%	92 53%	93 65%	68 54%	32 32%	133 65%	58 48%	14 20%	42 53%	30 52%	21 46%	20 53%	42 57%	165 51%	102 63%	54 45%	35 41%	11 45%
DON'T KNOW/NOT SURE	18 5%	5 4%	5 6%	2 5%	2 4%	4 5%	10 4%	8 5%	4 3%	4 3%	7 7%	5 2%	6 5%	6 8%	4 4%	2 3%	- -	1 2%	5 7%	14 4%	5 3%	2 2%	7 9%	3 13%
REFUSED	4 1%	- -	3 3%	- -	- -	1 1%	3 1%	1 1%	- -	1 1%	1 1%	1 1%	1 1%	1 2%	- -	- -	3 6%	- -	- -	4 1%	1 -	- -	3 4%	- -

Table 30-2
 QUESTION 28:
 On a different topic, does your company's senior leadership have an exit or succession plan?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					74																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (YES - NO)	-36	18	-34	-15	-22	-6	-7	-19	-9	-18	-10	-1	-2	-36	6	-13	-29	-24	3	-14	-19	-72	10	24
	-9%	12%	-20%	-5%	-30%	-13%	-4%	-12%	-19%	-8%	-9%	-1%	-1%	-26%	7%	-8%	-20%	-20%	3%	-7%	-42%	-22%	40%	55%
YES	171	80	63	142	25	20	77	70	19	98	49	42	77	48	41	73	55	43	47	79	12	119	17	32
	43%	52%	38%	44%	34%	40%	46%	42%	38%	44%	41%	44%	48%	35%	50%	45%	37%	37%	51%	44%	25%	37%	68%	71%
NO	207	61	97	158	47	26	84	89	28	116	60	43	79	83	35	86	84	67	44	93	31	191	7	7
	52%	40%	58%	49%	64%	53%	50%	54%	57%	52%	49%	45%	50%	61%	42%	53%	57%	57%	48%	51%	68%	59%	28%	16%
DON'T KNOW/NOT SURE	18	8	8	17	2	2	6	6	-	7	12	10	3	6	5	4	9	6	1	9	3	11	1	4
	5%	6%	5%	5%	3%	4%	3%	4%	-	3%	10%	10%	2%	4%	6%	3%	6%	6%	2%	5%	7%	3%	5%	10%
REFUSED	4	4	-	4	-	1	-	-	2	2	-	1	-	-	1	-	-	1	-	1	-	3	-	1
	1%	3%	-	1%	-	3%	-	-	4%	1%	-	1%	-	-	2%	-	-	1%	-	-	-	1%	-	3%

Table 30-3
 QUESTION 28:
 On a different topic, does your company's senior leadership have an exit or succession plan?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
**D/S (YES - NO)	-36 -9%	-17 -6%	-19 -23%	-19 -23%	-2 -3%	-10 -8%	-12 -13%	-1 -1%	-	-18 -23%	-4 -3%	-35 -29%	-5 -4%	3 3%	-19 -31%	-9 -18%	2 6%	-2 -10%	-14 -5%	-21 -21%
YES	171 43%	141 45%	30 35%	28 34%	39 45%	55 45%	36 41%	46 45%	65 49%	29 37%	60 46%	38 32%	50 46%	43 50%	19 32%	18 35%	20 52%	7 37%	131 45%	37 37%
NO	207 52%	158 50%	49 58%	47 57%	41 48%	65 52%	48 55%	47 46%	65 49%	46 60%	65 49%	73 61%	55 50%	40 47%	38 62%	28 53%	18 46%	9 47%	145 49%	58 58%
DON'T KNOW/NOT SURE	18 5%	14 4%	5 6%	7 9%	6 7%	3 2%	2 2%	8 8%	2 2%	1 1%	5 4%	8 7%	5 4%	3 3%	2 3%	6 12%	1 2%	1 6%	15 5%	3 4%
REFUSED	4 1%	3 1%	1 1%	- -	- -	1 1%	2 2%	1 1%	- -	1 2%	1 1%	- -	- -	1 1%	2 3%	- -	- -	2 10%	2 1%	1 1%

Table 30-4
 QUESTION 28:
 On a different topic, does your company's senior leadership have an exit or succession plan?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS						
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%	
**D/S (YES - NO)	-36 -9%	-30 -15%	-19 -16%	-25 -34%	-13 -20%	8 15%	- -1%	9 22%	-46 -20%	11 13%	3 7%	-2 -9%	-30 -19%	1 1%	-5 -7%	4 2%	-15 -28%	-6 -6%	7 14%	-20 -20%	-14 -6%	
YES	171 43%	79 40%	49 41%	23 31%	22 34%	29 52%	26 48%	23 58%	87 38%	48 54%	23 49%	12 45%	58 38%	78 48%	34 42%	73 49%	18 33%	44 44%	28 55%	38 38%	97 44%	
NO	207 52%	109 55%	69 57%	47 65%	35 54%	21 38%	26 48%	14 37%	133 57%	37 41%	20 42%	14 55%	88 57%	77 47%	39 49%	69 46%	33 61%	50 50%	21 41%	58 58%	110 50%	
DON'T KNOW/NOT SURE	18 5%	9 4%	3 3%	2 3%	7 11%	4 8%	1 2%	2 5%	8 3%	5 5%	4 9%	- -	6 4%	7 5%	5 6%	7 5%	4 7%	6 6%	2 4%	4 4%	8 4%	
REFUSED	4 1%	1 -	- -	1 1%	1 2%	1 2%	1 2%	- -	4 2%	- -	- -	- -	2 1%	- -	2 3%	- -	- -	- -	- -	- -	1 1%	3 1%

Table 30-5
 QUESTION 28:
 On a different topic, does your company's senior leadership have an exit or succession plan?

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS			
	TOTAL	WORK-	COMP	SAFE	FLEX	INDUS	BENE-	CAREER	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI- THER	REST
		LIFE BAL	SALARY	ENVIR	SHIFTS	-TRY LEADER	FITS	GROWTH											
BASE=TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
**D/S (YES - NO)	-36 -9%	-6 -3%	-20 -9%	- -	-9 -5%	3 2%	-8 -5%	13 9%	171 100%	-207 -100%	46 24%	-77 -41%	24 13%	-60 -29%	20 16%	-57 -23%	116 100%	-131 -100%	-21 -14%
YES	171 43%	110 47%	95 42%	106 48%	89 45%	82 49%	75 45%	78 52%	171 100%	- -	116 60%	54 28%	98 52%	70 34%	69 54%	96 38%	116 100%	- -	55 36%
NO	207 52%	116 50%	116 51%	107 48%	98 49%	78 47%	83 50%	64 43%	- -	207 100%	70 36%	131 69%	75 40%	130 63%	49 39%	153 60%	- -	131 100%	76 50%
DON'T KNOW/NOT SURE	18 5%	6 2%	11 5%	8 3%	11 6%	5 3%	8 5%	8 6%	- -	- -	6 3%	4 2%	12 6%	5 2%	9 7%	4 2%	- -	- -	18 12%
REFUSED	4 1%	1 1%	3 1%	1 1%	1 -	1 1%	1 -	- -	- -	- -	1 1%	1 1%	3 2%	1 1%	- -	1 1%	- -	- -	4 3%

Table 30-6

QUESTION 28:

On a different topic, does your company's senior leadership have an exit or succession plan?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (YES - NO)	-34 -11%	-15 -28%	-18 -36%	12 24%	7 14%	-7 -14%	-13 -26%
YES	127 42%	18 33%	15 30%	28 57%	28 55%	21 42%	17 34%
NO	162 53%	33 61%	33 67%	16 33%	21 41%	28 56%	30 60%
DON'T KNOW/NOT SURE	16 5%	4 7%	1 3%	5 10%	2 4%	1 2%	2 5%
REFUSED	1 -	- -	- -	- -	- -	- -	1 1%

Table 31-1
QUESTION 29:
On a different topic, does your company have a formal strategic plan?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	227 57%	173 43%	144 36%	126 32%	102 25%	204 51%	120 30%	70 17%	80 20%	57 14%	45 11%	38 9%	73 18%	322 81%	160 40%	119 30%	84 21%	24 6%
**D/S (YES - NO)	4 1%	12 9%	- -	3 7%	-4 -10%	-6 -8%	12 5%	-8 -4%	-47 -33%	9 7%	46 45%	-49 -24%	19 16%	36 52%	3 4%	-4 -6%	-5 -12%	2 6%	4 5%	- -	-31 -19%	17 14%	10 12%	6 25%
YES	194 48%	73 52%	42 48%	23 49%	19 45%	37 45%	115 50%	79 46%	48 33%	66 52%	70 69%	77 38%	65 54%	51 73%	40 50%	26 46%	19 43%	20 53%	38 52%	154 48%	64 40%	67 56%	43 51%	13 54%
NO	190 47%	61 44%	42 48%	20 42%	24 55%	43 52%	103 45%	87 50%	95 66%	57 45%	25 24%	125 61%	46 39%	15 21%	37 46%	30 53%	25 55%	18 47%	34 47%	153 48%	95 59%	50 42%	33 39%	7 29%
DON'T KNOW/NOT SURE	15 4%	6 4%	2 3%	4 9%	- -	3 3%	8 4%	7 4%	1 1%	4 3%	5 5%	2 1%	8 7%	3 4%	4 5%	1 1%	1 2%	- -	1 1%	14 4%	2 1%	3 2%	7 8%	4 16%
REFUSED	1 -	- -	1 2%	- -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	1 2%	- -	- -	- -	- -	- -	1 -	- -	- -	1 2%	- -
STRAT+SUCC BOTH	116 29%	47 34%	23 26%	11 23%	14 33%	21 26%	70 31%	46 27%	26 18%	34 26%	48 47%	37 18%	37 31%	41 58%	27 34%	15 27%	12 27%	10 26%	20 28%	93 29%	33 20%	43 36%	27 32%	9 39%
STRAT+SUCC NEITHER	131 33%	41 29%	30 34%	16 33%	12 27%	33 40%	71 31%	60 35%	71 50%	37 29%	13 13%	93 46%	29 25%	7 10%	28 35%	20 35%	14 31%	11 28%	27 37%	103 32%	72 45%	29 24%	20 24%	6 26%
REST	153 38%	52 37%	35 40%	21 43%	17 40%	28 34%	87 38%	66 38%	46 32%	56 44%	41 40%	74 36%	53 45%	22 32%	25 32%	22 38%	19 42%	17 46%	25 34%	126 39%	56 35%	48 40%	37 44%	8 35%

Table 31-2
QUESTION 29:
On a different topic, does your company have a formal strategic plan?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					74																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (YES - NO)	4	35	-8	28	-20	6	-7	4	-	2	-1	20	6	-26	11	-1	-6	-2	19	-13	-17	-30	10	26
	1%	23%	-5%	9%	-27%	12%	-4%	3%	1%	1%	-1%	21%	4%	-19%	13%	-1%	-4%	-2%	21%	-7%	-37%	-9%	39%	59%
YES	194	91	75	167	27	27	78	82	24	109	55	55	80	54	45	79	67	56	55	80	13	142	17	33
	48%	60%	45%	52%	36%	55%	47%	50%	49%	49%	46%	57%	50%	40%	54%	48%	46%	48%	59%	44%	30%	44%	70%	74%
NO	190	56	83	139	47	21	84	78	24	107	56	34	74	80	34	81	73	58	36	93	31	172	8	7
	47%	37%	49%	43%	63%	43%	51%	47%	48%	48%	47%	36%	46%	58%	41%	49%	49%	50%	38%	51%	67%	53%	30%	16%
DON'T KNOW/NOT SURE	15	4	10	14	1	1	4	5	-	6	9	7	5	3	4	4	7	3	3	10	2	10	-	3
	4%	3%	6%	4%	1%	2%	3%	3%	-	3%	7%	7%	3%	2%	4%	2%	5%	2%	3%	5%	3%	3%	-	6%
REFUSED	1	1	-	1	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
	-	1%	-	-	-	-	-	-	3%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3%
STRAT+SUCC BOTH	116	60	42	102	13	15	50	50	13	68	31	34	49	29	27	45	43	29	34	52	7	74	12	29
	29%	39%	25%	32%	17%	29%	30%	30%	27%	31%	25%	36%	31%	21%	32%	27%	29%	25%	37%	28%	15%	23%	48%	64%
STRAT+SUCC NEITHER	131	33	61	95	34	15	57	58	18	75	36	25	47	59	19	53	58	41	22	65	25	123	3	4
	33%	22%	37%	30%	46%	30%	34%	35%	37%	34%	30%	26%	29%	43%	23%	32%	39%	35%	24%	36%	54%	38%	10%	9%
REST	153	60	64	124	27	20	60	58	17	80	53	37	63	49	37	66	46	48	37	66	14	127	10	12
	38%	39%	38%	39%	37%	40%	36%	35%	35%	36%	44%	38%	39%	36%	45%	40%	32%	41%	39%	36%	31%	39%	42%	27%

Table 31-3
 QUESTION 29:
 On a different topic, does your company have a formal strategic plan?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- -SION	FLAT	RECES- -SION	INFL- -ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
**D/S (YES - NO)	4 1%	-2 -1%	6 8%	6 7%	11 13%	4 3%	-16 -18%	6 6%	21 16%	-9 -12%	-9 -7%	-15 -13%	17 15%	12 14%	-12 -19%	-3 -5%	-12 -29%	6 32%	12 4%	-8 -8%
YES	194 48%	151 48%	43 51%	42 50%	47 55%	63 50%	35 40%	50 49%	75 57%	34 44%	59 45%	51 43%	61 55%	48 56%	24 39%	23 44%	13 34%	12 63%	145 49%	45 45%
NO	190 47%	154 49%	36 43%	36 43%	36 42%	59 47%	51 58%	45 44%	54 41%	43 56%	69 52%	66 56%	44 40%	37 43%	35 58%	26 49%	25 64%	6 31%	134 45%	53 53%
DON'T KNOW/NOT SURE	15 4%	10 3%	5 6%	6 7%	3 4%	3 2%	2 2%	7 7%	3 2%	- -	4 3%	1 1%	5 5%	1 1%	2 3%	3 6%	1 2%	1 6%	13 5%	2 2%
REFUSED	1 -	1 -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 -	- -
STRAT+SUCCESS BOTH	116 29%	92 29%	24 28%	21 25%	31 36%	39 31%	19 21%	30 30%	47 36%	21 27%	40 31%	30 26%	32 30%	26 30%	14 24%	12 24%	9 24%	5 28%	91 31%	25 25%
STRAT+SUCCESS NEITHER	131 33%	103 33%	28 34%	28 34%	27 32%	42 34%	31 35%	29 28%	36 27%	33 43%	48 36%	58 49%	25 23%	19 22%	29 47%	18 34%	14 36%	2 10%	91 31%	39 39%
REST	153 38%	121 38%	32 38%	34 40%	28 33%	43 35%	39 44%	43 42%	49 37%	23 30%	44 33%	30 25%	52 47%	41 48%	18 29%	22 42%	16 40%	11 61%	112 38%	35 36%

Table 31-4
 QUESTION 29:
 On a different topic, does your company have a formal strategic plan?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (YES - NO)	4 1%	-9 -4%	-2 -2%	-14 -19%	6 9%	-5 -9%	3 6%	9 23%	-35 -15%	35 39%	- -1%	3 10%	-10 -7%	19 12%	-3 -3%	31 21%	-5 -10%	-5 -5%	-9 -18%	-16 -16%	14 7%
YES	194 48%	91 46%	57 47%	29 40%	33 51%	23 41%	29 53%	24 62%	94 41%	61 67%	21 46%	14 53%	69 44%	88 54%	36 45%	87 59%	23 43%	47 47%	21 41%	40 40%	111 51%
NO	190 47%	100 51%	60 49%	43 59%	27 42%	28 50%	26 47%	15 38%	129 56%	26 28%	22 47%	11 43%	79 51%	69 43%	39 49%	56 38%	28 52%	52 52%	30 59%	56 56%	97 44%
DON'T KNOW/NOT SURE	15 4%	6 3%	4 4%	1 1%	5 8%	5 8%	- -	- -	6 3%	4 4%	3 7%	1 3%	7 4%	5 3%	3 4%	6 4%	3 5%	1 1%	- -	4 4%	8 4%
REFUSED	1 -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 2%	- -	- -	- -	- -	- -	1 1%
STRAT+SUCC BOTH	116 29%	51 26%	36 30%	17 23%	15 24%	14 25%	21 38%	19 48%	53 23%	41 45%	13 28%	10 37%	38 25%	58 36%	20 25%	54 36%	11 20%	23 23%	15 29%	23 23%	68 31%
STRAT+SUCC NEITHER	131 33%	71 36%	47 38%	36 50%	19 30%	11 20%	18 33%	10 25%	92 40%	17 19%	12 26%	9 35%	57 37%	48 29%	24 30%	36 24%	19 36%	26 26%	17 33%	41 41%	68 31%
REST	153 38%	75 38%	38 31%	20 27%	30 46%	30 55%	16 29%	10 26%	86 37%	33 36%	22 46%	7 28%	59 39%	57 35%	35 44%	59 39%	24 44%	52 52%	19 37%	36 36%	82 38%

Table 31-5
 QUESTION 29:
 On a different topic, does your company have a formal strategic plan?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE=TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
**D/S (YES - NO)	4 1%	18 8%	8 4%	16 7%	9 4%	38 23%	18 11%	37 25%	62 36%	-61 -29%	194 100%	-190 -100%	88 47%	-83 -40%	52 40%	-47 -19%	116 100%	-131 -100%	19 13%
YES	194 48%	122 52%	113 50%	115 52%	99 50%	98 59%	90 54%	90 60%	116 68%	70 34%	194 100%	- -	134 71%	59 28%	86 67%	102 40%	116 100%	- -	78 51%
NO	190 47%	104 44%	105 47%	99 45%	90 45%	61 36%	72 43%	53 36%	54 32%	131 63%	- -	190 100%	46 25%	142 69%	34 27%	149 59%	- -	131 100%	59 38%
DON'T KNOW/NOT SURE	15 4%	8 3%	6 3%	8 4%	10 5%	6 4%	5 3%	7 4%	1 -	6 3%	- -	- -	6 3%	6 3%	7 6%	4 1%	- -	- -	15 10%
REFUSED	1 -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 1%
STRAT+SUCC BOTH	116 29%	75 32%	65 29%	73 33%	59 30%	62 37%	55 33%	60 40%	116 68%	- -	116 60%	- -	87 47%	27 13%	57 45%	55 22%	116 100%	- -	- -
STRAT+SUCC NEITHER	131 33%	70 30%	72 32%	64 29%	60 30%	41 25%	50 30%	36 24%	- -	131 63%	- -	131 69%	33 18%	97 47%	20 16%	108 42%	- -	131 100%	- -
REST	153 38%	89 38%	87 39%	85 38%	80 40%	63 38%	62 37%	54 36%	55 32%	76 37%	78 40%	59 31%	67 36%	83 40%	50 39%	91 36%	- -	- -	153 100%

Table 31-6
 QUESTION 29:
 On a different topic, does your company have a formal strategic plan?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (YES - NO)	-35 -12%	-5 -10%	15 31%	-20 -41%	-9 -18%	-7 -15%	-8 -17%
YES	131 43%	23 43%	32 64%	15 30%	21 41%	20 39%	20 41%
NO	166 54%	28 52%	17 33%	35 70%	30 59%	27 54%	29 58%
DON'T KNOW/NOT SURE	8 3%	3 5%	1 3%	- -	- -	3 6%	1 1%
STRAT+SUCC BOTH	72 23%	11 20%	11 22%	12 23%	15 29%	13 26%	10 21%
STRAT+SUCC NEITHER	103 34%	19 36%	12 25%	13 26%	17 33%	19 38%	22 43%
REST	130 43%	24 44%	26 53%	25 50%	19 37%	18 36%	18 36%

Table 32-1
 QUESTION 29B:
 And, have you conducted strategic planning within the last 12 months?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL- \$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC- ISION	METAL	PROC- ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MAN- AGER	MGMT TEAM
BASE=YES Q.29	194	73	42	23	19	37	115	79	48	66	70	77	65	51	40	26	19	20	38	154	64	67	43	13
	100%	38%	21%	12%	10%	19%	59%	41%	25%	34%	36%	40%	34%	26%	20%	13%	10%	10%	19%	79%	33%	34%	22%	7%
**D/S (YES - NO)	121	54	18	19	9	21	72	49	24	45	47	43	43	34	23	15	13	11	20	98	45	48	19	5
	62%	74%	43%	81%	46%	57%	63%	61%	51%	67%	67%	56%	65%	67%	57%	58%	66%	53%	52%	64%	71%	72%	44%	41%
YES	157	64	30	21	14	29	93	64	36	55	59	60	54	42	31	21	16	15	29	126	54	57	31	9
	81%	87%	71%	91%	73%	78%	81%	81%	75%	84%	83%	78%	83%	83%	79%	79%	83%	77%	76%	82%	86%	86%	72%	70%
NO	37	9	12	2	5	8	21	15	12	11	12	17	11	8	8	5	3	5	9	28	9	9	12	4
	19%	13%	29%	9%	27%	22%	19%	19%	25%	16%	17%	22%	17%	17%	21%	21%	17%	23%	24%	18%	14%	14%	28%	30%

BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (YES - NO)	121	54	18	19	9	21	72	49	24	45	47	43	43	34	23	15	13	11	20	98	45	48	19	5
	30%	39%	20%	40%	21%	25%	32%	28%	17%	35%	46%	21%	35%	49%	28%	27%	28%	28%	27%	30%	28%	40%	23%	22%
YES	157	64	30	21	14	29	93	64	36	55	59	60	54	42	31	21	16	15	29	126	54	57	31	9
	39%	45%	34%	44%	33%	35%	41%	37%	25%	44%	58%	29%	45%	61%	39%	36%	36%	41%	40%	39%	34%	48%	37%	38%
NO	37	9	12	2	5	8	21	15	12	11	12	17	11	8	8	5	3	5	9	28	9	9	12	4
	9%	7%	14%	5%	12%	10%	9%	9%	8%	8%	12%	8%	9%	12%	11%	10%	7%	12%	12%	9%	6%	8%	14%	16%

Table 32-2
 QUESTION 29B:
 And, have you conducted strategic planning within the last 12 months?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+	
					14%																				
BASE=YES Q.29	194	91	75	167	27	27	78	82	24	109	55	55	80	54	45	79	67	56	55	80	13	142	17	33	
	100%	47%	39%	86%	14%	14%	40%	42%	12%	56%	29%	28%	41%	28%	23%	41%	35%	29%	28%	41%	7%	73%	9%	17%	
**D/S (YES - NO)	121	60	48	108	12	16	53	47	23	71	28	32	58	26	26	49	43	27	34	56	13	85	10	24	
	62%	66%	64%	65%	44%	59%	68%	57%	94%	66%	50%	57%	72%	48%	58%	61%	65%	49%	62%	70%	100%	60%	56%	73%	
YES	157	76	62	137	19	22	65	64	23	90	42	43	69	40	35	64	55	42	44	68	13	113	14	29	
	81%	83%	82%	82%	72%	79%	84%	78%	97%	83%	75%	79%	86%	74%	79%	81%	82%	74%	81%	85%	100%	80%	78%	86%	
NO	37	16	14	29	7	6	12	18	1	19	14	12	11	14	10	15	12	14	10	12	-	28	4	5	
	19%	17%	18%	18%	28%	21%	16%	22%	3%	17%	25%	21%	14%	26%	21%	19%	18%	26%	19%	15%	-	20%	22%	14%	

BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45	
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%	
**D/S (YES - NO)	121	60	48	108	12	16	53	47	23	71	28	32	58	26	26	49	43	27	34	56	13	85	10	24	
	30%	39%	29%	34%	16%	32%	32%	28%	46%	32%	23%	33%	36%	19%	31%	30%	29%	23%	36%	31%	30%	26%	39%	54%	
YES	157	76	62	137	19	22	65	64	23	90	42	43	69	40	35	64	55	42	44	68	13	113	14	29	
	39%	49%	37%	43%	26%	44%	39%	39%	47%	41%	34%	45%	43%	29%	43%	39%	38%	36%	48%	37%	30%	35%	54%	64%	
NO	37	16	14	29	7	6	12	18	1	19	14	12	11	14	10	15	12	14	10	12	-	28	4	5	
	9%	10%	8%	9%	10%	11%	7%	11%	1%	8%	11%	12%	7%	10%	12%	9%	8%	12%	11%	7%	-	9%	15%	10%	

Table 32-3
 QUESTION 29B:
 And, have you conducted strategic planning within the last 12 months?

BANNER 3

	GENDER			AGE			2025 PROJECTION					FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- -SION	FLAT	RECES- -SION	INFL- -TION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=YES Q.29	194 100%	151 78%	43 22%	42 22%	47 24%	63 32%	35 18%	50 26%	75 39%	34 17%	59 31%	51 26%	61 31%	48 25%	24 12%	23 12%	13 7%	12 6%	145 75%	45 23%
**D/S (YES - NO)	121 62%	108 71%	13 30%	19 45%	35 73%	38 61%	22 63%	33 65%	54 72%	14 41%	31 53%	24 47%	39 64%	35 73%	12 51%	9 40%	12 87%	8 70%	95 65%	27 60%
YES	157 81%	130 86%	28 65%	30 72%	41 87%	50 81%	29 81%	42 82%	64 86%	24 70%	45 76%	38 73%	50 82%	42 87%	18 76%	16 70%	12 94%	10 85%	120 83%	36 80%
NO	37 19%	22 14%	15 35%	12 28%	6 13%	12 19%	7 19%	9 18%	10 14%	10 30%	14 24%	14 27%	11 18%	6 13%	6 24%	7 30%	1 6%	2 15%	25 17%	9 20%

BASE=TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
**D/S (YES - NO)	121 30%	108 34%	13 15%	19 22%	35 40%	38 31%	22 25%	33 32%	54 41%	14 18%	31 24%	24 20%	39 36%	35 41%	12 20%	9 18%	12 30%	8 44%	95 32%	27 27%
YES	157 39%	130 41%	28 33%	30 36%	41 47%	50 41%	29 32%	42 41%	64 49%	24 31%	45 34%	38 32%	50 45%	42 49%	18 30%	16 31%	12 32%	10 54%	120 41%	36 36%
NO	37 9%	22 7%	15 18%	12 14%	6 7%	12 10%	7 7%	9 9%	10 8%	10 13%	14 11%	14 11%	11 10%	6 7%	6 10%	7 13%	1 2%	2 9%	25 9%	9 9%

Table 32-4
 QUESTION 29B:
 And, have you conducted strategic planning within the last 12 months?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF	COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=YES Q.29	194 100%	91 47%	57 29%	29 15%	33 17%	23 12%	29 15%	24 12%	94 49%	61 31%	21 11%	14 7%	69 35%	88 46%	36 19%	87 45%	23 22%	47 46%	21 20%	40 39%	111 57%
**D/S (YES - NO)	121 62%	63 69%	34 60%	12 41%	20 61%	8 34%	20 71%	22 92%	53 57%	35 58%	20 93%	12 85%	36 53%	60 68%	25 69%	60 69%	11 46%	35 75%	9 43%	18 45%	72 65%
YES	157 81%	77 85%	46 80%	21 70%	26 81%	15 67%	25 85%	23 96%	74 78%	48 79%	21 97%	13 93%	52 76%	74 84%	31 85%	74 84%	17 73%	41 87%	15 71%	29 73%	92 83%
NO	37 19%	14 15%	12 20%	9 30%	6 19%	8 33%	4 15%	1 4%	20 22%	13 21%	1 3%	1 7%	16 24%	14 16%	6 15%	14 16%	6 27%	6 13%	6 29%	11 27%	19 17%

BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (YES - NO)	121 30%	63 32%	34 28%	12 16%	20 31%	8 14%	20 38%	22 57%	53 23%	35 39%	20 43%	12 46%	36 23%	60 37%	25 31%	60 40%	11 20%	35 35%	9 18%	18 18%	72 33%
YES	157 39%	77 39%	46 38%	21 28%	26 41%	15 27%	25 45%	23 59%	74 32%	48 53%	21 44%	13 50%	52 34%	74 45%	31 38%	74 49%	17 31%	41 41%	15 29%	29 29%	92 42%
NO	37 9%	14 7%	12 10%	9 12%	6 10%	8 14%	4 8%	1 3%	20 9%	13 14%	1 2%	1 4%	16 11%	14 9%	6 7%	14 9%	6 11%	6 6%	6 12%	11 11%	19 9%

Table 32-5
 QUESTION 29B:
 And, have you conducted strategic planning within the last 12 months?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE=YES Q.29	194 100%	122 63%	113 59%	115 59%	99 51%	98 51%	90 46%	90 47%	116 60%	70 36%	194 100%	-	134 69%	59 30%	86 44%	102 52%	116 60%	-	78 40%
**D/S (YES - NO)	121 62%	74 61%	76 67%	76 66%	55 56%	69 70%	60 67%	64 71%	89 77%	31 44%	121 62%	-	91 68%	28 48%	55 64%	59 58%	89 77%	-	31 40%
YES	157 81%	98 81%	95 83%	95 83%	77 78%	84 85%	75 83%	77 85%	103 88%	51 72%	157 81%	-	112 84%	43 74%	70 82%	81 79%	103 88%	-	55 70%
NO	37 19%	24 19%	19 17%	19 17%	22 22%	15 15%	15 17%	13 15%	13 12%	20 28%	37 19%	-	21 16%	15 26%	16 18%	21 21%	13 12%	-	23 30%

BASE=TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
**D/S (YES - NO)	121 30%	74 32%	76 34%	76 34%	55 28%	69 41%	60 36%	64 43%	89 52%	31 15%	121 62%	-	91 49%	28 14%	55 43%	59 23%	89 77%	-	31 21%
YES	157 39%	98 42%	95 42%	95 43%	77 39%	84 50%	75 45%	77 51%	103 60%	51 24%	157 81%	-	112 60%	43 21%	70 55%	81 32%	103 88%	-	55 36%
NO	37 9%	24 10%	19 8%	19 9%	22 11%	15 9%	15 9%	13 9%	13 8%	20 10%	37 19%	-	21 11%	15 7%	16 12%	21 8%	13 12%	-	23 15%

Table 32-6
 QUESTION 29B:
 And, have you conducted strategic planning within the last 12 months?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=YES Q.29	131 100%	23 100%	32 100%	15 100%	21 100%	20 100%	20 100%
**D/S (YES - NO)	73 56%	11 46%	23 73%	12 78%	9 43%	10 50%	8 41%
YES	102 78%	17 73%	28 87%	13 89%	15 71%	15 75%	14 70%
NO	29 22%	6 27%	4 13%	2 11%	6 29%	5 25%	6 30%

BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (YES - NO)	73 24%	11 20%	23 47%	12 23%	9 18%	10 20%	8 17%
YES	102 33%	17 31%	28 55%	13 26%	15 29%	15 30%	14 29%
NO	29 10%	6 11%	4 9%	2 3%	6 12%	5 10%	6 12%

Table 33-1
 QUESTION 30:
 How does your company plan to grow? I'll read you a few options below and please tell me which comes closest to your current strategy?

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE					
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES.	118	42	21	15	12	28	63	55	32	31	50	46	41	32	21	18	19	12	30	89	41	38	29	7
	30%	30%	24%	31%	28%	35%	28%	32%	22%	25%	49%	22%	34%	46%	26%	31%	41%	31%	41%	28%	26%	32%	34%	27%
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE BETTER COMMUNICATED.	39	17	8	1	4	9	25	14	7	15	17	15	15	9	8	3	6	6	5	33	9	16	8	-
	10%	12%	9%	3%	9%	10%	11%	8%	5%	12%	17%	7%	13%	13%	10%	5%	13%	17%	7%	10%	5%	14%	9%	-
OUR COMPANY HAS SOME IDEAS.	63	15	19	10	6	13	34	28	23	30	4	36	19	7	14	10	1	7	12	50	20	21	13	6
	16%	11%	22%	21%	13%	16%	15%	16%	16%	24%	4%	18%	16%	10%	18%	17%	2%	19%	17%	16%	13%	18%	16%	27%
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO.	115	41	21	14	16	22	62	53	49	34	23	67	29	16	20	17	14	10	21	93	58	29	18	9
	29%	29%	24%	30%	37%	27%	27%	31%	34%	27%	22%	33%	24%	23%	25%	30%	31%	25%	29%	29%	36%	24%	21%	39%
OTHER	27	11	7	2	3	4	18	9	10	10	5	15	8	4	8	4	2	1	2	25	11	7	8	1
	7%	8%	8%	3%	8%	5%	8%	5%	7%	8%	5%	7%	7%	6%	9%	8%	4%	3%	3%	8%	7%	6%	10%	4%
DON'T KNOW/NOT SURE	6	4	1	1	-	-	5	1	1	3	-	4	1	-	1	-	-	-	-	5	2	-	3	1
	1%	3%	1%	3%	-	-	2%	1%	1%	2%	-	2%	1%	-	1%	-	-	-	-	1%	2%	-	3%	3%
REFUSED	8	1	3	-	1	2	5	3	5	-	1	7	-	1	-	-	2	1	1	7	5	-	3	-
	2%	1%	4%	-	2%	3%	2%	2%	4%	-	1%	3%	-	2%	-	-	5%	3%	2%	2%	3%	-	3%	-
DON'T HAVE A PLAN	24	9	7	5	1	3	15	9	16	4	1	16	7	-	9	5	2	1	2	21	13	8	3	-
	6%	6%	8%	10%	2%	4%	7%	5%	11%	3%	1%	8%	6%	-	12%	9%	4%	3%	2%	6%	8%	7%	4%	-

Table 33-2
 QUESTION 30:
 How does your company plan to grow? I'll read you a few options below and please tell me which comes closest to your current strategy?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					74																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES.	118	60	40	100	18	18	43	52	17	68	33	40	45	30	27	47	42	36	28	55	13	87	8	24
	30%	39%	24%	31%	24%	37%	26%	31%	34%	31%	27%	42%	28%	22%	32%	29%	29%	31%	30%	30%	29%	27%	32%	53%
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE BETTER COMMUNICATED.	39	18	18	36	3	5	19	14	7	14	18	12	14	13	14	11	13	10	10	19	2	30	6	3
	10%	12%	11%	11%	4%	10%	11%	9%	13%	6%	15%	12%	9%	10%	17%	7%	9%	9%	11%	10%	5%	9%	25%	7%
OUR COMPANY HAS SOME IDEAS.	63	15	33	49	13	4	28	28	4	33	23	7	31	24	9	28	25	20	12	28	9	56	7	-
	16%	10%	20%	15%	18%	8%	17%	17%	9%	15%	19%	8%	19%	17%	11%	17%	17%	17%	13%	16%	19%	17%	28%	-
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO.	115	36	56	92	21	13	55	45	12	63	38	25	42	47	17	51	46	33	32	49	14	96	3	13
	29%	24%	34%	29%	29%	27%	33%	27%	23%	29%	31%	26%	27%	35%	21%	31%	32%	28%	34%	27%	30%	30%	10%	30%
OTHER	27	11	9	20	7	3	10	13	2	21	3	4	13	10	8	13	6	6	7	12	2	23	1	3
	7%	7%	5%	6%	9%	6%	6%	8%	4%	9%	2%	4%	8%	7%	9%	8%	4%	5%	8%	7%	5%	7%	5%	7%
DON'T KNOW/NOT SURE	6	1	3	4	2	1	-	3	2	2	2	3	2	1	1	2	3	1	1	3	-	4	-	-
	1%	1%	2%	1%	3%	2%	-	2%	4%	1%	1%	3%	1%	1%	1%	1%	2%	1%	1%	2%	-	1%	-	-
REFUSED	8	4	2	6	2	1	2	1	2	6	-	1	3	1	1	3	1	2	-	3	1	7	-	1
	2%	2%	1%	2%	3%	2%	1%	1%	5%	2%	-	1%	2%	1%	1%	2%	1%	2%	-	2%	2%	2%	-	3%
DON'T HAVE A PLAN	24	8	7	14	8	4	11	8	4	14	5	5	8	10	6	7	11	8	3	13	4	22	-	-
	6%	5%	4%	4%	11%	7%	6%	5%	7%	6%	4%	6%	5%	7%	7%	5%	7%	6%	3%	7%	9%	7%	-	-

Table 33-3
 QUESTION 30:
 How does your company plan to grow? I'll read you a few options below and please tell me which comes closest to your current strategy?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	INFL-ATION	INCR MAT COSTS	ATTR-ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES.	118 30%	97 31%	22 26%	24 29%	30 35%	36 29%	23 26%	33 32%	46 35%	20 26%	36 27%	28 24%	37 34%	31 36%	16 26%	12 24%	7 19%	5 26%	89 30%	29 29%
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE BETTER COMMUNICATED.	39 10%	33 11%	6 7%	7 9%	14 16%	12 9%	6 7%	17 17%	15 11%	3 4%	13 10%	7 6%	14 13%	7 8%	3 6%	6 12%	6 16%	1 7%	31 10%	6 6%
OUR COMPANY HAS SOME IDEAS.	63 16%	38 12%	24 29%	18 22%	16 19%	19 15%	9 10%	12 12%	19 14%	11 15%	19 14%	27 23%	15 14%	10 11%	12 20%	13 24%	10 26%	3 18%	45 15%	16 17%
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO.	115 29%	92 29%	23 27%	25 31%	21 24%	38 30%	26 29%	24 24%	35 26%	30 39%	40 30%	37 31%	24 22%	28 32%	16 27%	17 32%	9 23%	4 22%	83 28%	31 31%
OTHER	27 7%	22 7%	5 6%	4 5%	3 4%	13 10%	7 8%	9 9%	6 5%	4 5%	11 8%	7 6%	10 9%	6 6%	5 9%	3 5%	2 5%	3 14%	19 6%	7 7%
DON'T KNOW/NOT SURE	6 1%	6 2%	- -	3 3%	- -	1 1%	1 1%	1 1%	2 2%	- -	1 1%	1 1%	- -	1 1%	2 4%	1 2%	1 3%	- -	5 2%	1 1%
REFUSED	8 2%	7 2%	1 1%	1 1%	- -	- -	5 6%	1 1%	1 1%	2 3%	3 2%	1 1%	2 2%	- -	2 4%	- -	1 3%	1 6%	7 2%	1 1%
DON'T HAVE A PLAN	24 6%	21 7%	3 4%	1 1%	2 3%	6 5%	11 13%	5 4%	8 6%	6 8%	9 7%	10 8%	6 6%	4 5%	3 5%	- -	2 6%	1 6%	17 6%	7 8%

Table 33-4
 QUESTION 30:
 How does your company plan to grow? I'll read you a few options below and please tell me which comes closest to your current strategy?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%	
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES.	118 30%	65 33%	29 24%	17 23%	22 34%	21 38%	21 39%	13 34%	57 25%	33 37%	16 35%	12 44%	40 26%	57 35%	21 27%	53 35%	16 30%	22 22%	15 29%	22 22%	63 29%	
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE BETTER COMMUNICATED.	39 10%	18 9%	12 10%	3 5%	8 13%	5 10%	7 12%	6 16%	21 9%	11 13%	5 10%	- -	12 8%	17 10%	10 13%	15 10%	3 5%	17 17%	4 8%	7 7%	25 11%	
OUR COMPANY HAS SOME IDEAS.	63 16%	36 18%	22 18%	14 19%	6 9%	6 12%	7 12%	4 10%	37 16%	13 14%	8 18%	4 14%	27 18%	24 15%	10 13%	22 15%	14 26%	10 10%	6 12%	23 23%	32 15%	
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO.	115 29%	52 27%	37 30%	26 36%	16 25%	14 25%	16 30%	7 18%	68 30%	22 25%	14 30%	9 35%	46 30%	46 28%	23 29%	43 29%	13 25%	32 32%	21 41%	30 30%	58 27%	
OTHER	27 7%	9 5%	9 7%	4 6%	8 12%	5 9%	1 3%	4 11%	18 8%	7 7%	1 2%	2 7%	13 8%	8 5%	5 7%	10 6%	4 8%	8 8%	3 6%	5 5%	16 7%	
DON'T KNOW/NOT SURE	6 1%	3 2%	2 2%	2 3%	1 1%	1 2%	- -	1 3%	3 1%	1 1%	2 3%	- -	2 2%	2 1%	2 2%	3 2%	1 2%	- -	- -	6 6%	5 2%	
REFUSED	8 2%	2 1%	4 4%	1 2%	1 2%	1 2%	1 2%	1 3%	7 3%	- -	- -	- -	3 2%	2 1%	2 3%	- -	- -	- -	1 2%	3 3%	5 2%	
DON'T HAVE A PLAN	24 6%	10 5%	6 5%	5 7%	3 5%	2 3%	1 2%	2 5%	20 9%	3 3%	1 1%	- -	11 7%	9 5%	5 6%	3 2%	3 5%	10 10%	1 2%	5 5%	15 7%	

Table 33-5

QUESTION 30:

How does your company plan to grow? I'll read you a few options below and please tell me which comes closest to your current strategy?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP	SAFE	FLEX	INDUS	BENE-	CAREER	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL	SALARY	ENVIR	SHIFTS	-TRY LEADER	FITS	GROWTH											
BASE=TOTAL SAMPLE	400	233	225	222	199	167	167	150	171	207	194	190	188	206	128	254	116	131	153
	100%	58%	56%	55%	50%	42%	42%	38%	43%	52%	48%	47%	47%	52%	32%	64%	29%	33%	38%
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES.	118	73	66	67	56	54	50	47	69	44	94	20	73	44	51	62	58	10	51
	30%	31%	30%	30%	28%	33%	30%	32%	40%	21%	49%	11%	39%	21%	40%	24%	50%	7%	33%
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE BETTER COMMUNICATED.	39	27	24	22	18	23	19	20	22	15	29	9	25	15	19	19	16	4	19
	10%	12%	11%	10%	9%	14%	12%	13%	13%	7%	15%	5%	13%	7%	15%	8%	14%	3%	12%
OUR COMPANY HAS SOME IDEAS.	63	41	34	38	31	25	27	21	20	40	19	41	23	37	14	47	11	31	20
	16%	18%	15%	17%	15%	15%	16%	14%	12%	19%	10%	22%	12%	18%	11%	18%	10%	24%	13%
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO.	115	64	66	68	67	46	46	43	38	74	35	77	45	69	24	88	20	60	35
	29%	28%	30%	30%	34%	28%	27%	28%	22%	36%	18%	41%	24%	33%	19%	35%	17%	45%	23%
OTHER	27	11	11	11	12	9	9	5	13	12	11	15	12	15	13	13	7	7	13
	7%	5%	5%	5%	6%	5%	5%	3%	8%	6%	6%	8%	6%	7%	10%	5%	6%	5%	9%
DON'T KNOW/NOT SURE	6	4	6	2	3	2	5	5	2	2	1	3	1	3	2	2	1	2	2
	1%	2%	3%	1%	2%	1%	3%	3%	1%	1%	1%	2%	1%	2%	1%	1%	1%	2%	2%
REFUSED	8	3	6	3	4	3	2	2	1	4	2	4	3	5	1	4	1	3	4
	2%	1%	2%	2%	2%	2%	1%	2%	1%	2%	1%	2%	1%	3%	1%	2%	1%	2%	2%
DON'T HAVE A PLAN	24	9	11	9	8	6	9	7	7	17	3	20	6	18	4	19	1	14	9
	6%	4%	5%	4%	4%	4%	6%	4%	4%	8%	1%	11%	3%	9%	3%	7%	1%	11%	6%

Table 33-6

QUESTION 30:

How does your company plan to grow? I'll read you a few options below and please tell me which comes closest to your current strategy?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	REGION					
		IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES.	75 25%	16 30%	12 25%	10 20%	15 29%	12 23%	10 20%
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE BETTER COMMUNICATED.	31 10%	3 5%	6 11%	12 23%	4 8%	5 10%	2 5%
OUR COMPANY HAS SOME IDEAS.	53 17%	14 26%	8 17%	2 3%	6 12%	10 21%	12 24%
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO.	97 32%	13 25%	12 25%	20 40%	21 41%	12 24%	18 36%
OTHER	20 7%	4 8%	1 3%	7 13%	3 6%	5 10%	- -
DON'T KNOW/NOT SURE	6 2%	1 2%	- -	- -	- -	4 7%	2 4%
REFUSED	4 1%	- -	- -	- -	1 2%	- -	3 6%
DON'T HAVE A PLAN	18 6%	3 5%	10 20%	- -	1 2%	2 5%	2 5%

Table 34-1
 QUESTION 31:
 Does your organization have a formal, published Vision, Mission, and Values?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL- \$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC- ISION	METAL	PROC- ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MAN- AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (YES - NO)	-19	8	-	-3	-17	-8	8	-27	-51	-11	49	-69	14	39	-5	-3	6	-7	-2	-17	-45	7	8	9
	-5%	6%	-	-5%	-38%	-10%	4%	-16%	-35%	-9%	48%	-34%	12%	55%	-6%	-5%	13%	-17%	-2%	-5%	-28%	6%	10%	39%
YES	188	72	44	23	13	36	116	72	46	56	75	67	66	53	38	26	25	16	35	150	57	63	45	16
	47%	52%	50%	47%	31%	44%	51%	42%	32%	44%	74%	33%	55%	77%	47%	47%	56%	41%	49%	46%	36%	53%	53%	67%
NO	206	64	43	25	30	44	108	99	97	67	26	136	52	15	42	29	20	22	37	167	102	56	36	7
	52%	46%	50%	53%	69%	53%	47%	57%	68%	53%	26%	67%	44%	21%	53%	51%	44%	59%	51%	52%	64%	47%	43%	28%
DON'T KNOW/NOT SURE	6	4	-	-	-	2	4	2	-	3	1	1	2	1	-	1	-	-	-	6	1	1	3	1
	1%	3%	-	-	-	3%	2%	1%	-	3%	1%	1%	1%	2%	-	2%	-	-	-	2%	1%	1%	3%	6%

Table 34-2
 QUESTION 31:
 Does your organization have a formal, published Vision, Mission, and Values?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					74																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (YES - NO)	-19	25	-16	9	-27	7	-28	1	1	-19	-4	11	-16	-18	28	-21	-26	-3	3	-18	-16	-55	8	30
	-5%	17%	-10%	3%	-36%	15%	-17%	1%	2%	-8%	-3%	12%	-10%	-13%	34%	-13%	-18%	-2%	3%	-10%	-35%	-17%	32%	68%
YES	188	89	74	162	24	28	69	81	24	101	56	52	70	59	55	70	60	57	47	80	15	133	16	38
	47%	58%	44%	51%	32%	58%	41%	49%	50%	46%	47%	54%	44%	43%	66%	43%	40%	49%	51%	44%	33%	41%	63%	84%
NO	206	63	90	153	50	21	97	80	23	120	61	40	87	77	26	91	86	60	45	98	31	188	8	7
	52%	41%	53%	48%	68%	42%	58%	49%	47%	54%	50%	42%	55%	57%	32%	56%	58%	51%	48%	54%	67%	58%	31%	16%
DON'T KNOW/NOT SURE	6	1	4	6	-	-	1	3	1	1	4	4	2	-	2	2	2	-	1	5	-	3	1	-
	1%	1%	3%	2%	-	-	-	2%	3%	-	3%	4%	1%	-	3%	1%	1%	-	1%	3%	-	1%	6%	-

Table 34-3
 QUESTION 31:
 Does your organization have a formal, published Vision, Mission, and Values?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
**D/S (YES - NO)	-19 -5%	-31 -10%	13 15%	3 3%	2 3%	-6 -5%	-19 -21%	4 4%	-3 -2%	-9 -11%	-24 -19%	-7 -6%	10 9%	-3 -3%	-16 -26%	6 12%	-4 -11%	-6 -34%	-16 -6%	-3 -3%
YES	188 47%	140 44%	48 57%	41 50%	44 51%	59 47%	34 39%	52 51%	63 48%	34 44%	52 40%	55 46%	60 54%	42 49%	22 36%	28 54%	17 45%	6 33%	136 46%	48 48%
NO	206 52%	171 54%	35 42%	39 47%	41 48%	65 52%	53 60%	48 47%	66 50%	43 56%	76 58%	62 53%	50 46%	44 51%	37 61%	21 41%	22 55%	12 67%	152 52%	51 52%
DON'T KNOW/NOT SURE	6 1%	5 1%	1 1%	3 4%	1 1%	1 1%	1 1%	1 1%	3 2%	- -	3 2%	1 1%	- -	- -	2 3%	3 5%	- -	- -	6 2%	- -

Table 34-4
 QUESTION 31:
 Does your organization have a formal, published Vision, Mission, and Values?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (YES - NO)	-19 -5%	-8 -4%	4 3%	-3 -4%	-	-1 -2%	-4 -7%	8 21%	-53 -23%	22 24%	10 21%	1 4%	-14 -9%	-2 -2%	-3 -4%	25 17%	-6 -11%	-5 -5%	-13 -25%	-20 -20%	6 3%
YES	188 47%	93 47%	61 50%	35 48%	32 50%	27 49%	25 45%	24 60%	88 38%	55 61%	28 59%	13 50%	70 46%	78 48%	38 47%	85 57%	24 44%	48 48%	19 37%	40 40%	110 50%
NO	206 52%	101 52%	57 47%	38 52%	32 50%	28 51%	28 52%	16 40%	141 61%	34 37%	18 38%	12 46%	84 54%	80 49%	41 51%	60 40%	30 56%	52 52%	32 63%	59 59%	104 48%
DON'T KNOW/NOT SURE	6 1%	2 1%	3 2%	-	-	-	1 3%	-	2 1%	1 2%	2 3%	1 3%	-	5 3%	1 1%	4 3%	-	-	-	1 1%	4 2%

Table 34-5
 QUESTION 31:
 Does your organization have a formal, published Vision, Mission, and Values?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER REST	
		BAL																	
BASE=TOTAL SAMPLE	400	233	225	222	199	167	167	150	171	207	194	190	188	206	128	254	116	131	153
	100%	58%	56%	55%	50%	42%	42%	38%	43%	52%	48%	47%	47%	52%	32%	64%	29%	33%	38%
**D/S (YES - NO)	-19	-8	-2	3	-9	28	13	16	28	-56	75	-96	188	-206	52	-71	60	-64	-15
	-5%	-4%	-1%	1%	-5%	17%	7%	11%	17%	-27%	39%	-50%	100%	-100%	40%	-28%	52%	-49%	-10%
YES	188	111	110	110	93	96	88	82	98	75	134	46	188	-	89	90	87	33	67
	47%	47%	49%	50%	47%	57%	53%	55%	58%	36%	69%	24%	100%	-	70%	35%	75%	25%	44%
NO	206	119	112	107	102	68	76	66	70	130	59	142	-	206	38	161	27	97	83
	52%	51%	50%	48%	51%	41%	46%	44%	41%	63%	30%	75%	-	100%	29%	63%	23%	74%	54%
DON'T KNOW/NOT SURE	6	4	3	4	4	4	2	2	2	2	1	2	-	-	1	3	1	1	3
	1%	2%	1%	2%	2%	2%	1%	1%	1%	1%	1%	1%	-	-	1%	1%	1%	1%	2%

Table 34-6

QUESTION 31:

Does your organization have a formal, published Vision, Mission, and Values?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (YES - NO)	-44 -14%	-6 -11%	-9 -17%	4 7%	-13 -25%	-14 -27%	-6 -12%
YES	130 43%	24 44%	21 41%	27 54%	19 37%	18 36%	22 43%
NO	174 57%	30 56%	29 59%	23 46%	32 63%	32 63%	28 55%
DON'T KNOW/NOT SURE	1 -	-	-	-	-	1 1%	1 1%

Table 35-1
 QUESTION 33:
 Thinking about formal quality and business management systems, such as ISO, is your company pursuing a formal quality system?

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE					
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (YES - NO)	-126	-41	-25	-16	-22	-22	-66	-60	-97	-50	23	-113	-36	25	-	-28	-5	-7	-30	-95	-97	-19	-12	-3
	-32%	-29%	-29%	-34%	-51%	-27%	-29%	-35%	-67%	-39%	23%	-55%	-30%	36%	-	-50%	-11%	-19%	-42%	-29%	-61%	-16%	-15%	-12%
YES	128	46	29	15	11	27	75	53	21	37	60	43	41	44	39	13	19	15	20	107	31	47	30	11
	32%	33%	33%	32%	25%	32%	33%	30%	14%	29%	59%	21%	34%	64%	48%	23%	41%	40%	27%	33%	19%	40%	36%	44%
NO	254	87	54	32	32	49	141	113	117	87	37	155	76	19	39	41	24	22	50	202	128	66	43	14
	64%	62%	62%	66%	75%	60%	62%	65%	82%	69%	36%	76%	64%	27%	48%	73%	53%	58%	69%	63%	80%	55%	51%	56%
DON'T KNOW/NOT SURE	14	5	2	1	-	6	7	6	5	1	4	5	2	5	3	2	2	-	3	11	2	3	9	-
	3%	3%	3%	2%	-	7%	3%	4%	4%	1%	4%	2%	2%	7%	3%	4%	4%	-	4%	3%	1%	2%	11%	-
REFUSED	5	2	2	-	-	1	4	1	-	1	1	1	1	1	-	-	1	1	-	3	-	3	1	-
	1%	1%	2%	-	-	1%	2%	-	-	1%	1%	-	1%	2%	-	-	2%	2%	-	1%	-	3%	2%	-

Table 35-2

QUESTION 33:

Thinking about formal quality and business management systems, such as ISO, is your company pursuing a formal quality system?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					74																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (YES - NO)	-126	-19	-59	-78	-46	-23	-54	-45	-24	-73	-28	-28	-43	-59	-21	-56	-54	-42	-25	-61	-33	-149	9	17
	-32%	-12%	-35%	-24%	-62%	-46%	-32%	-27%	-48%	-33%	-23%	-30%	-27%	-43%	-25%	-34%	-37%	-36%	-27%	-33%	-73%	-46%	35%	37%
YES	128	64	49	113	13	13	53	57	12	70	43	32	54	37	31	50	43	35	33	56	5	83	16	28
	32%	42%	29%	35%	18%	26%	32%	34%	25%	31%	35%	33%	34%	27%	37%	31%	29%	30%	36%	31%	11%	26%	64%	63%
NO	254	83	108	191	59	36	107	102	36	143	71	60	97	96	51	106	97	77	58	117	38	232	7	12
	64%	54%	64%	60%	80%	72%	64%	62%	72%	64%	59%	63%	61%	71%	62%	65%	66%	66%	63%	64%	84%	72%	29%	26%
DON'T KNOW/NOT SURE	14	4	9	14	-	1	6	4	-	6	7	4	5	3	1	4	8	6	1	7	2	7	2	3
	3%	3%	6%	4%	-	2%	3%	2%	-	3%	6%	4%	3%	2%	1%	2%	5%	5%	2%	4%	5%	2%	7%	7%
REFUSED	5	1	1	3	2	-	-	3	1	3	-	-	3	-	-	3	-	-	-	3	-	1	-	1
	1%	1%	1%	1%	2%	-	-	2%	3%	1%	-	-	2%	-	-	2%	-	-	-	2%	-	-	-	3%

Table 35-3
 QUESTION 33:
 Thinking about formal quality and business management systems, such as ISO, is your company pursuing a formal quality system?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
**D/S (YES - NO)	-126 -32%	-104 -33%	-22 -27%	-11 -14%	-23 -26%	-41 -33%	-45 -51%	-26 -26%	-42 -32%	-32 -42%	-45 -34%	-61 -52%	-16 -15%	-25 -29%	-27 -45%	-14 -27%	-11 -29%	-5 -26%	-96 -33%	-28 -29%
YES	128 32%	100 32%	27 33%	32 39%	30 34%	41 33%	20 23%	36 35%	41 31%	22 28%	39 30%	26 22%	46 42%	29 34%	16 27%	17 32%	12 31%	6 32%	92 31%	34 34%
NO	254 64%	204 65%	50 59%	44 52%	52 61%	82 66%	65 74%	62 61%	82 62%	54 70%	84 64%	88 74%	62 57%	55 64%	44 71%	31 59%	24 60%	11 58%	187 64%	62 63%
DON'T KNOW/NOT SURE	14 3%	7 2%	7 8%	7 9%	4 4%	1 1%	2 2%	4 4%	6 4%	1 2%	7 5%	4 3%	1 1%	1 1%	1 2%	5 9%	2 4%	1 6%	11 4%	2 2%
REFUSED	5 1%	5 1%	-	-	1 1%	-	1 1%	-	3 2%	-	2 2%	-	-	1 1%	-	-	2 4%	1 3%	4 1%	1 1%

Table 35-4
 QUESTION 33:
 Thinking about formal quality and business management systems, such as ISO, is your company pursuing a formal quality system?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS						
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (YES - NO)	-126 -32%	-59 -30%	-35 -29%	-36 -49%	-10 -16%	-9 -16%	-8 -14%	-5 -12%	-97 -42%	-15 -17%	-2 -4%	-13 -50%	-43 -28%	-51 -31%	-32 -40%	-27 -18%	-14 -26%	-30 -30%	-24 -47%	-59 -59%	-67 -31%
YES	128 32%	67 34%	42 35%	17 24%	23 36%	21 39%	22 40%	17 43%	61 26%	36 39%	21 46%	7 25%	55 36%	52 32%	20 25%	59 40%	18 33%	34 34%	13 25%	19 19%	71 32%
NO	254 64%	125 64%	77 64%	53 72%	34 52%	30 55%	29 54%	22 55%	158 68%	51 56%	23 49%	20 75%	98 63%	103 63%	52 65%	86 58%	32 59%	64 64%	37 73%	78 78%	138 63%
DON'T KNOW/NOT SURE	14 3%	4 2%	1 1%	2 3%	8 12%	3 6%	3 6%	- -	8 4%	4 4%	2 3%	- -	2 1%	6 4%	6 7%	2 2%	3 5%	2 2%	1 2%	4 4%	6 3%
REFUSED	5 1%	1 -	1 1%	1 1%	- -	- -	- -	1 2%	4 2%	- -	1 1%	- -	- -	2 1%	2 3%	1 -	2 3%	- -	- -	- -	3 1%

Table 35-5
 QUESTION 33:
 Thinking about formal quality and business management systems, such as ISO, is your company pursuing a formal quality system?

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS			
	TOTAL	WORK-	COMP	SAFE	FLEX	INDUS	BENE-	CAREER	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-	REST
		LIFE	SALARY	ENVIR	SHIFTS	-TRY	LEADER	FITS											
BASE=TOTAL SAMPLE	400	233	225	222	199	167	167	150	171	207	194	190	188	206	128	254	116	131	153
	100%	58%	56%	55%	50%	42%	42%	38%	43%	52%	48%	47%	47%	52%	32%	64%	29%	33%	38%
**D/S (YES - NO)	-126	-95	-70	-60	-47	-34	-34	-28	-26	-103	-16	-114	-1	-123	128	-254	2	-87	-41
	-32%	-41%	-31%	-27%	-24%	-20%	-20%	-19%	-15%	-50%	-8%	-60%	-	-60%	100%	-100%	1%	-66%	-27%
YES	128	65	74	75	72	64	63	58	69	49	86	34	89	38	128	-	57	20	50
	32%	28%	33%	34%	36%	38%	38%	39%	41%	24%	44%	18%	48%	18%	100%	-	49%	16%	33%
NO	254	160	143	136	119	98	96	87	96	153	102	149	90	161	-	254	55	108	91
	64%	69%	64%	61%	60%	59%	58%	58%	56%	74%	52%	78%	48%	78%	-	100%	48%	82%	60%
DON'T KNOW/NOT SURE	14	7	7	8	8	3	7	4	3	4	5	5	6	6	-	-	3	3	7
	3%	3%	3%	4%	4%	2%	4%	3%	2%	2%	3%	3%	3%	3%	-	-	3%	2%	5%
REFUSED	5	1	1	3	1	1	1	1	2	1	1	2	3	2	-	-	1	-	4
	1%	-	-	1%	-	1%	-	-	1%	-	1%	1%	2%	1%	-	-	1%	-	3%

Table 35-6

QUESTION 33:

Thinking about formal quality and business management systems, such as ISO, is your company pursuing a formal quality system?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (YES - NO)	-127 -42%	-14 -26%	-25 -50%	-5 -10%	-24 -47%	-26 -52%	-33 -65%
YES	84 27%	18 33%	12 25%	22 43%	13 25%	12 23%	7 14%
NO	211 69%	32 59%	37 75%	27 53%	37 73%	38 75%	40 80%
DON'T KNOW/NOT SURE	9 3%	3 5%	- -	2 3%	1 2%	1 1%	3 6%
REFUSED	2 1%	2 3%	- -	- -	- -	- -	- -

Table 36-1
 QUESTION 33B:
 And, does your company have any plan in the future to pursue a formal quality and business management system, such as ISO?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE						
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM		
BASE=NO Q.33	254	87	54	32	32	49	141	113	117	87	37	155	76	19	39	41	24	22	50	202	128	66	43	14		
	100%	34%	21%	12%	13%	19%	55%	45%	46%	34%	14%	61%	30%	8%	15%	16%	9%	9%	20%	79%	50%	26%	17%	5%		
**D/S (YES - NO)	-211	-78	-38	-27	-29	-39	-115	-96	-98	-72	-28	-131	-61	-16	-33	-35	-19	-19	-38	-171	-108	-52	-36	-10		
	-83%	-89%	-70%	-87%	-89%	-80%	-82%	-84%	-84%	-83%	-77%	-84%	-79%	-85%	-86%	-85%	-79%	-86%	-75%	-85%	-85%	-79%	-84%	-77%		
YES	18	2	8	1	2	4	10	7	7	7	4	10	6	1	2	3	1	2	5	13	9	6	3	1		
	7%	3%	15%	4%	6%	9%	7%	7%	6%	8%	10%	7%	8%	8%	5%	6%	4%	7%	11%	6%	7%	8%	6%	7%		
NO	229	80	46	29	31	44	126	103	105	79	32	141	67	18	35	38	20	20	43	184	117	58	39	11		
	90%	92%	85%	91%	94%	89%	89%	91%	90%	91%	88%	91%	88%	92%	91%	91%	84%	93%	86%	91%	92%	87%	90%	84%		
DON'T KNOW/NOT SURE	7	5	-	2	-	1	5	3	5	1	1	4	3	-	2	1	3	-	2	6	2	3	2	1		
	3%	5%	-	5%	-	2%	3%	2%	4%	1%	2%	3%	4%	-	5%	3%	12%	-	3%	3%	1%	4%	4%	8%		

BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24		
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%		
**D/S (YES - NO)	-211	-78	-38	-27	-29	-39	-115	-96	-98	-72	-28	-131	-61	-16	-33	-35	-19	-19	-38	-171	-108	-52	-36	-10		
	-53%	-55%	-43%	-57%	-67%	-48%	-51%	-55%	-68%	-57%	-28%	-64%	-51%	-23%	-41%	-62%	-42%	-50%	-52%	-53%	-68%	-44%	-43%	-43%		
YES	18	2	8	1	2	4	10	7	7	7	4	10	6	1	2	3	1	2	5	13	9	6	3	1		
	4%	2%	9%	3%	4%	5%	5%	4%	5%	6%	4%	5%	5%	2%	2%	4%	2%	4%	7%	4%	6%	5%	3%	4%		
NO	229	80	46	29	31	44	126	103	105	79	32	141	67	18	35	38	20	20	43	184	117	58	39	11		
	57%	57%	53%	60%	71%	53%	55%	60%	73%	63%	32%	69%	56%	25%	44%	66%	44%	54%	59%	57%	73%	49%	46%	47%		
DON'T KNOW/NOT SURE	7	5	-	2	-	1	5	3	5	1	1	4	3	-	2	1	3	-	2	6	2	3	2	1		
	2%	3%	-	4%	-	1%	2%	2%	3%	1%	1%	2%	3%	-	2%	2%	6%	-	2%	2%	1%	2%	2%	5%		

Table 36-2

QUESTION 33B:

And, does your company have any plan in the future to pursue a formal quality and business management system, such as ISO?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	3/3	UNDER 50	51- 100	101+
					59																			
BASE=NO Q.33	254	83	108	191	59	36	107	102	36	143	71	60	97	96	51	106	97	77	58	117	38	232	7	12
	100%	33%	42%	75%	23%	14%	42%	40%	14%	56%	28%	24%	38%	38%	20%	42%	38%	30%	23%	46%	15%	91%	3%	5%
**D/S (YES - NO)	-211	-73	-84	-157	-50	-32	-87	-86	-31	-116	-60	-51	-81	-78	-45	-91	-75	-68	-43	-97	-30	-192	-7	-9
	-83%	-87%	-78%	-82%	-85%	-91%	-81%	-85%	-87%	-81%	-85%	-85%	-83%	-81%	-88%	-86%	-77%	-88%	-74%	-83%	-77%	-83%	-100%	-75%
YES	18	4	11	15	3	1	9	6	2	11	5	3	7	8	2	7	10	3	7	8	4	16	-	1
	7%	5%	10%	8%	5%	2%	9%	6%	5%	8%	7%	4%	7%	8%	3%	6%	10%	4%	12%	7%	11%	7%	-	12%
NO	229	77	95	172	53	33	96	93	33	127	65	54	88	86	47	98	84	71	50	105	34	208	7	10
	90%	92%	88%	90%	90%	93%	90%	91%	92%	89%	92%	90%	91%	90%	91%	92%	87%	92%	86%	90%	88%	90%	100%	88%
DON'T KNOW/NOT SURE	7	2	2	4	3	2	2	3	1	5	1	4	2	2	3	2	3	3	1	4	1	7	-	-
	3%	3%	2%	2%	5%	5%	2%	3%	3%	3%	1%	6%	2%	2%	5%	2%	3%	4%	1%	3%	2%	3%	-	-

BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (YES - NO)	-211	-73	-84	-157	-50	-32	-87	-86	-31	-116	-60	-51	-81	-78	-45	-91	-75	-68	-43	-97	-30	-192	-7	-9
	-53%	-47%	-50%	-49%	-68%	-66%	-52%	-52%	-63%	-52%	-50%	-54%	-51%	-57%	-54%	-56%	-51%	-58%	-46%	-53%	-65%	-59%	-29%	-20%
YES	18	4	11	15	3	1	9	6	2	11	5	3	7	8	2	7	10	3	7	8	4	16	-	1
	4%	3%	7%	5%	4%	2%	5%	4%	4%	5%	4%	3%	5%	6%	2%	4%	7%	3%	8%	4%	9%	5%	-	3%
NO	229	77	95	172	53	33	96	93	33	127	65	54	88	86	47	98	84	71	50	105	34	208	7	10
	57%	50%	57%	54%	72%	67%	58%	56%	67%	57%	54%	56%	55%	63%	56%	60%	57%	60%	54%	58%	74%	64%	29%	23%
DON'T KNOW/NOT SURE	7	2	2	4	3	2	2	3	1	5	1	4	2	2	3	2	3	3	1	4	1	7	-	-
	2%	2%	1%	1%	4%	3%	1%	2%	2%	2%	1%	4%	1%	1%	3%	1%	2%	2%	1%	2%	2%	2%	-	-

Table 36-3
 QUESTION 33B:
 And, does your company have any plan in the future to pursue a formal quality and business management system, such as ISO?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	INFL-ATION	INCR MAT COSTS	ATTR-ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=NO Q.33	254 100%	204 80%	50 20%	44 17%	52 21%	82 32%	65 26%	62 25%	82 32%	54 21%	84 33%	88 35%	62 25%	55 22%	44 17%	31 12%	24 9%	11 4%	187 74%	62 24%
**D/S (YES - NO)	-211 -83%	-167 -82%	-44 -89%	-37 -86%	-43 -81%	-64 -77%	-59 -91%	-49 -79%	-68 -82%	-43 -80%	-67 -80%	-76 -86%	-48 -77%	-47 -87%	-35 -79%	-29 -93%	-21 -87%	-4 -35%	-149 -80%	-57 -92%
YES	18 7%	16 8%	2 4%	3 6%	3 6%	9 11%	2 3%	6 9%	6 8%	4 8%	8 9%	4 5%	6 9%	3 6%	4 8%	1 3%	2 7%	4 33%	17 9%	1 1%
NO	229 90%	183 89%	46 93%	40 92%	46 88%	73 88%	61 94%	55 88%	74 90%	48 88%	75 90%	80 91%	53 86%	51 93%	38 88%	30 97%	22 93%	7 67%	166 89%	58 93%
DON'T KNOW/NOT SURE	7 3%	6 3%	2 3%	1 2%	3 6%	1 1%	2 3%	2 2%	2 2%	2 4%	1 1%	4 4%	3 5%	1 1%	2 4%	-	-	-	4 2%	4 6%

BASE=TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
**D/S (YES - NO)	-211 -53%	-167 -53%	-44 -52%	-37 -45%	-43 -49%	-64 -51%	-59 -67%	-49 -48%	-68 -51%	-43 -56%	-67 -51%	-76 -64%	-48 -44%	-47 -55%	-35 -57%	-29 -55%	-21 -52%	-4 -20%	-149 -51%	-57 -57%
YES	18 4%	16 5%	2 2%	3 3%	3 4%	9 7%	2 2%	6 6%	6 5%	4 6%	8 6%	4 3%	6 5%	3 4%	4 6%	1 2%	2 4%	4 19%	17 6%	1 1%
NO	229 57%	183 58%	46 55%	40 48%	46 53%	73 58%	61 70%	55 54%	74 56%	48 62%	75 57%	80 68%	53 49%	51 59%	38 63%	30 57%	22 56%	7 39%	166 57%	58 58%
DON'T KNOW/NOT SURE	7 2%	6 2%	2 2%	1 1%	3 4%	1 1%	2 2%	2 1%	2 1%	2 3%	1 1%	4 3%	3 3%	1 1%	2 3%	-	-	-	4 1%	4 4%

Table 36-4

QUESTION 33B:

And, does your company have any plan in the future to pursue a formal quality and business management system, such as ISO?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF		COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=NO Q.33	254 100%	125 49%	77 30%	53 21%	34 13%	30 12%	29 12%	22 9%	158 62%	51 20%	23 9%	20 8%	98 38%	103 40%	52 20%	86 34%	32 20%	64 41%	37 24%	78 50%	138 54%	
**D/S (YES - NO)	-211 -83%	-98 -78%	-66 -85%	-44 -83%	-25 -74%	-29 -97%	-24 -81%	-18 -83%	-127 -80%	-41 -81%	-22 -96%	-18 -92%	-89 -91%	-73 -71%	-47 -91%	-74 -86%	-28 -89%	-55 -86%	-30 -81%	-60 -77%	-112 -81%	
YES	18 7%	11 9%	5 6%	4 7%	4 13%	- -	3 9%	1 3%	14 9%	4 8%	- -	- -	3 3%	13 13%	2 3%	4 5%	2 6%	3 5%	3 8%	6 8%	10 8%	
NO	229 90%	110 87%	70 91%	48 90%	29 87%	29 97%	27 91%	19 87%	141 89%	45 89%	22 96%	18 92%	92 94%	86 84%	49 94%	78 91%	30 94%	58 91%	33 89%	66 85%	123 89%	
DON'T KNOW/NOT SURE	7 3%	4 4%	2 3%	2 3%	- -	1 3%	- -	2 10%	3 2%	2 3%	1 4%	2 8%	3 3%	3 3%	1 2%	4 5%	- -	3 4%	1 3%	6 7%	5 3%	

BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%	
**D/S (YES - NO)	-211 -53%	-98 -50%	-66 -54%	-44 -60%	-25 -39%	-29 -53%	-24 -44%	-18 -46%	-127 -55%	-41 -46%	-22 -48%	-18 -69%	-89 -58%	-73 -45%	-47 -59%	-74 -50%	-28 -52%	-55 -55%	-30 -59%	-60 -60%	-112 -51%	
YES	18 4%	11 6%	5 4%	4 5%	4 7%	- -	3 5%	1 2%	14 6%	4 4%	- -	- -	3 2%	13 8%	2 2%	4 3%	2 3%	3 3%	3 6%	6 6%	10 5%	
NO	229 57%	110 56%	70 58%	48 65%	29 45%	29 53%	27 49%	19 48%	141 61%	45 50%	22 48%	18 69%	92 60%	86 53%	49 61%	78 53%	30 56%	58 58%	33 65%	66 66%	123 56%	
DON'T KNOW/NOT SURE	7 2%	4 2%	2 2%	2 2%	- -	1 2%	- -	2 5%	3 1%	2 2%	1 2%	2 6%	3 2%	3 2%	1 1%	4 3%	- -	3 3%	1 2%	6 6%	5 2%	

Table 36-5

QUESTION 33B:

And, does your company have any plan in the future to pursue a formal quality and business management system, such as ISO?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE=NO Q.33	254 100%	160 63%	143 56%	136 53%	119 47%	98 39%	96 38%	87 34%	96 38%	153 60%	102 40%	149 59%	90 35%	161 63%	-	254 100%	55 22%	108 42%	91 36%
**D/S (YES - NO)	-211 -83%	-127 -79%	-118 -82%	-108 -80%	-97 -82%	-79 -81%	-79 -82%	-68 -78%	-83 -87%	-122 -80%	-78 -77%	-129 -87%	-66 -73%	-144 -89%	-	-211 -83%	-44 -80%	-89 -83%	-77 -85%
YES	18 7%	14 9%	11 8%	12 9%	9 7%	8 8%	8 8%	9 10%	5 5%	13 8%	10 10%	7 5%	10 11%	7 5%	-	18 7%	4 8%	7 6%	7 8%
NO	229 90%	141 88%	129 90%	120 88%	105 89%	87 89%	87 90%	77 88%	88 92%	135 88%	89 87%	136 92%	75 84%	151 94%	-	229 90%	48 88%	96 89%	84 92%
DON'T KNOW/NOT SURE	7 3%	4 3%	4 3%	4 3%	5 4%	2 2%	2 2%	2 2%	2 3%	5 3%	2 2%	5 3%	5 5%	3 2%	-	7 3%	2 4%	5 5%	-

BASE=TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
**D/S (YES - NO)	-211 -53%	-127 -54%	-118 -52%	-108 -49%	-97 -49%	-79 -47%	-79 -48%	-68 -45%	-83 -49%	-122 -59%	-78 -40%	-129 -68%	-66 -35%	-144 -70%	-	-211 -83%	-44 -38%	-89 -68%	-77 -51%
YES	18 4%	14 6%	11 5%	12 5%	9 4%	8 5%	8 5%	9 6%	5 3%	13 6%	10 5%	7 4%	10 5%	7 4%	-	18 7%	4 4%	7 5%	7 5%
NO	229 57%	141 61%	129 57%	120 54%	105 53%	87 52%	87 52%	77 51%	88 52%	135 65%	89 46%	136 72%	75 40%	151 73%	-	229 90%	48 42%	96 73%	84 55%
DON'T KNOW/NOT SURE	7 2%	4 2%	4 2%	4 2%	5 2%	2 1%	2 1%	2 1%	2 1%	5 2%	2 1%	5 3%	5 2%	3 1%	-	7 3%	2 2%	5 4%	-

Table 36-6

QUESTION 33B:

And, does your company have any plan in the future to pursue a formal quality and business management system, such as ISO?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=NO Q.33	211 100%	32 100%	37 100%	27 100%	37 100%	38 100%	40 100%
**D/S (YES - NO)	-173 -82%	-28 -89%	-35 -93%	-20 -75%	-30 -81%	-36 -95%	-24 -61%
YES	14 7%	2 6%	- -	3 12%	3 8%	- -	6 15%
NO	187 89%	30 94%	35 93%	23 88%	33 89%	36 95%	30 76%
DON'T KNOW/NOT SURE	9 4%	- -	3 7%	- -	1 3%	2 5%	4 9%

BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (YES - NO)	-173 -57%	-28 -52%	-35 -70%	-20 -40%	-30 -59%	-36 -72%	-24 -48%
YES	14 5%	2 3%	- -	3 7%	3 6%	- -	6 12%
NO	187 61%	30 56%	35 70%	23 47%	33 65%	36 72%	30 60%
DON'T KNOW/NOT SURE	9 3%	- -	3 5%	- -	1 2%	2 4%	4 7%

Table 37-1
 QUESTION 33C:
 What are some of the reasons your company might consider adopting a formal quality and business management system? Are there any reasons you think you might need a more formal system in the future? What are those?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=NO Q.33B	229 100%	80 35%	46 20%	29 13%	31 13%	44 19%	126 55%	103 45%	105 46%	79 35%	32 14%	141 62%	67 29%	18 8%	35 15%	38 16%	20 9%	20 9%	43 19%	184 80%	117 51%	58 25%	39 17%	11 5%
CUSTOMER NEED/CUSTOMERS ASK FOR IT	32 14%	8 10%	5 11%	6 22%	5 16%	7 15%	14 11%	18 17%	10 9%	9 11%	12 38%	14 10%	10 15%	7 42%	7 21%	10 26%	1 7%	3 13%	2 5%	29 16%	8 7%	14 23%	8 21%	1 13%
SIZE OF COMPANY/GROWTH IN SIZE/WE ARE A SMALL COMPANY	30 13%	10 12%	5 11%	5 17%	3 9%	8 18%	15 12%	15 15%	14 14%	10 13%	4 12%	20 14%	9 14%	1 6%	3 9%	4 10%	3 15%	2 12%	6 14%	24 13%	21 18%	5 9%	4 10%	-
SALES/PROFITABILITY	10 4%	4 5%	3 6%	-	1 3%	2 4%	7 6%	3 3%	6 6%	4 5%	-	8 5%	2 3%	-	2 6%	2 6%	1 6%	1 5%	2 5%	8 4%	3 3%	4 7%	1 4%	-
EFFICIENCY/BETTER PRODUCTION FLOW	8 4%	2 2%	1 2%	-	2 5%	4 9%	3 2%	5 5%	2 2%	3 4%	3 9%	3 2%	4 6%	1 8%	-	2 5%	2 9%	1 4%	2 5%	6 3%	3 2%	2 4%	2 5%	1 12%
OTHER	3 1%	3 4%	-	-	-	-	3 2%	-	2 2%	1 1%	-	2 2%	1 1%	-	1 3%	-	-	-	1 2%	2 1%	-	2 4%	1 2%	-
NONE/NOTHING/NOT INTERESTED/WOULDN'T CONSIDER IT	144 63%	52 65%	31 68%	17 59%	19 62%	24 55%	83 66%	60 58%	69 66%	53 67%	14 42%	91 65%	41 61%	9 50%	22 64%	19 50%	11 58%	15 72%	28 65%	113 62%	84 72%	30 53%	18 46%	9 75%
DON'T KNOW	8 4%	3 4%	2 4%	1 2%	1 3%	1 3%	5 4%	3 3%	4 4%	3 4%	-	6 4%	2 3%	-	-	1 3%	1 6%	-	3 6%	6 3%	2 2%	1 2%	5 14%	-

Table 37-2

QUESTION 33C:

What are some of the reasons your company might consider adopting a formal quality and business management system? Are there any reasons you think you might need a more formal system in the future? What are those?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=NO Q.33B	229 100%	77 34%	95 42%	172 75%	53 23%	33 15%	96 42%	93 40%	33 14%	127 56%	65 28%	54 24%	88 38%	86 38%	47 20%	98 43%	84 37%	71 31%	50 22%	105 46%	34 15%	208 91%	7 3%	10 5%
CUSTOMER NEED/CUSTOMERS ASK FOR IT	32 14%	16 21%	10 10%	26 15%	6 11%	3 10%	17 18%	11 12%	1 3%	19 15%	10 15%	5 9%	13 15%	14 16%	4 9%	18 18%	10 12%	6 9%	9 18%	16 16%	4 13%	24 12%	4 61%	3 28%
SIZE OF COMPANY/GROWTH IN SIZE/WE ARE A SMALL COMPANY	30 13%	7 9%	14 15%	21 12%	9 17%	4 12%	9 9%	16 18%	3 9%	20 16%	5 7%	5 9%	15 17%	11 13%	5 11%	16 16%	10 11%	13 18%	10 19%	7 7%	2 7%	29 14%	1 15%	-
SALES/PROFITABILITY	10 4%	3 4%	5 5%	8 5%	2 3%	3 9%	4 4%	3 3%	-	3 3%	6 10%	3 6%	5 6%	1 1%	3 7%	3 3%	4 4%	6 8%	2 3%	2 2%	-	10 5%	-	-
EFFICIENCY/BETTER PRODUCTION FLOW	8 4%	2 3%	6 6%	8 5%	-	2 5%	3 3%	4 4%	2 7%	3 3%	3 4%	3 5%	2 2%	4 4%	2 4%	1 1%	5 6%	3 5%	1 2%	4 4%	2 5%	7 3%	-	1 14%
OTHER	3 1%	1 1%	2 2%	3 2%	-	-	2 2%	1 1%	1 2%	1 1%	1 2%	2 4%	1 1%	-	1 2%	-	2 3%	-	2 4%	1 1%	-	3 1%	-	-
NONE/NOTHING/NOT INTERESTED/WOULDN'T CONSIDER IT	144 63%	46 59%	58 61%	103 60%	36 69%	24 71%	59 62%	55 59%	23 70%	79 62%	39 61%	35 65%	50 57%	58 67%	28 59%	61 62%	55 65%	44 61%	23 45%	75 72%	26 79%	132 63%	3 39%	6 58%
DON'T KNOW	8 4%	4 6%	4 4%	8 5%	-	1 2%	3 3%	4 5%	4 11%	2 1%	3 5%	3 6%	4 5%	1 1%	4 8%	2 2%	3 3%	2 3%	4 9%	2 2%	-	8 4%	-	-

Table 37-3
 QUESTION 33C:
 What are some of the reasons your company might consider adopting a formal quality and business management system? Are there any reasons you think you might need a more formal system in the future? What are those?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- SION	FLAT	RECES- SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=NO Q.33B	229 100%	183 80%	46 20%	40 18%	46 20%	73 32%	61 27%	55 24%	74 32%	48 21%	75 33%	80 35%	53 23%	51 22%	38 17%	30 13%	22 10%	7 3%	166 73%	58 25%
CUSTOMER NEED/CUSTOMERS ASK FOR IT	32 14%	25 13%	7 15%	3 6%	9 19%	12 17%	6 9%	5 9%	14 19%	6 12%	10 13%	15 19%	9 18%	7 14%	4 10%	5 17%	3 12%	- -	23 14%	8 14%
SIZE OF COMPANY/GROWTH IN SIZE/WE ARE A SMALL COMPANY	30 13%	20 11%	11 23%	4 9%	8 18%	8 11%	9 14%	3 6%	10 14%	9 18%	13 17%	15 19%	5 10%	5 10%	2 5%	1 2%	4 16%	2 26%	19 11%	11 18%
SALES/PROFITABILITY	10 4%	7 4%	2 5%	3 6%	2 5%	3 4%	2 4%	6 11%	2 2%	- -	3 4%	3 4%	3 6%	2 4%	2 5%	2 6%	2 9%	- -	6 4%	3 6%
EFFICIENCY/BETTER PRODUCTION FLOW	8 4%	5 3%	4 8%	3 7%	4 9%	1 1%	1 1%	3 5%	1 2%	3 6%	2 3%	2 2%	3 6%	1 2%	2 5%	- -	2 8%	- -	7 4%	1 2%
OTHER	3 1%	3 2%	- -	1 2%	1 2%	- -	1 2%	1 2%	2 3%	- -	- -	2 2%	1 2%	1 2%	- -	- -	- -	- -	2 1%	1 2%
NONE/NOTHING/NOT INTERESTED/WOULDN'T CONSIDER IT	144 63%	122 67%	22 47%	27 68%	20 43%	47 64%	45 74%	36 66%	43 58%	30 63%	44 58%	42 52%	32 59%	34 67%	30 78%	20 69%	11 51%	5 74%	107 65%	32 56%
DON'T KNOW	8 4%	4 2%	4 9%	2 5%	4 9%	2 3%	- -	3 5%	4 6%	- -	4 5%	4 6%	1 1%	2 4%	- -	3 10%	1 4%	- -	6 4%	2 4%

Table 37-4
 QUESTION 33C:
 What are some of the reasons your company might consider adopting a formal quality and business management system? Are there any reasons you think you might need a more formal system in the future? What are those?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=NO Q.33B	229 100%	110 48%	70 31%	48 21%	29 13%	29 13%	27 12%	19 8%	141 62%	45 20%	22 10%	18 8%	92 40%	86 38%	49 21%	78 34%	30 21%	58 41%	33 24%	66 47%	123 54%
CUSTOMER NEED/CUSTOMERS ASK FOR IT	32 14%	17 15%	5 8%	6 13%	2 6%	8 28%	10 37%	2 13%	16 11%	10 23%	4 19%	1 6%	17 18%	12 14%	3 6%	14 17%	5 18%	3 5%	7 21%	3 5%	14 11%
SIZE OF COMPANY/GROWTH IN SIZE/WE ARE A SMALL COMPANY	30 13%	14 13%	11 15%	8 16%	5 19%	1 4%	2 8%	1 4%	20 14%	6 13%	3 13%	2 9%	13 15%	10 12%	7 14%	8 10%	6 21%	6 10%	3 9%	10 15%	14 12%
SALES/PROFITABILITY	10 4%	6 6%	3 4%	2 4%	- -	3 10%	1 4%	1 6%	5 4%	2 3%	- -	3 18%	4 5%	1 1%	4 9%	3 4%	1 3%	- -	1 3%	1 1%	7 6%
EFFICIENCY/BETTER PRODUCTION FLOW	8 4%	3 3%	- -	3 6%	2 8%	1 3%	1 3%	1 8%	4 3%	2 4%	1 3%	1 8%	2 2%	4 5%	2 3%	3 4%	2 6%	- -	2 6%	4 6%	2 2%
OTHER	3 1%	2 2%	- -	- -	- -	- -	- -	- -	2 2%	1 2%	- -	- -	- -	3 4%	- -	1 1%	- -	- -	- -	- -	3 3%
NONE/NOTHING/NOT INTERESTED/WOULDN'T CONSIDER IT	144 63%	68 62%	47 67%	30 63%	20 67%	15 51%	13 48%	11 60%	89 63%	26 58%	14 65%	12 65%	55 59%	53 62%	34 69%	50 64%	16 53%	43 73%	19 58%	45 68%	82 67%
DON'T KNOW	8 4%	3 3%	4 5%	1 2%	- -	1 4%	- -	2 10%	6 4%	2 4%	- -	- -	3 3%	4 5%	1 2%	2 2%	1 3%	6 11%	1 3%	4 7%	5 4%

Table 37-5

QUESTION 33C:

What are some of the reasons your company might consider adopting a formal quality and business management system? Are there any reasons you think you might need a more formal system in the future? What are those?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP	SAFE	FLEX	INDUS	BENE-	CAREER	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL	SALARY	ENVIR	SHIFTS	-TRY	FITS	GROWTH											
BASE=NO Q.33B	229 100%	141 62%	129 56%	120 52%	105 46%	87 38%	87 38%	77 33%	88 38%	135 59%	89 39%	136 60%	75 33%	151 66%	-	229 100%	48 21%	96 42%	84 37%
CUSTOMER NEED/CUSTOMERS ASK FOR IT	32 14%	25 18%	25 19%	24 20%	16 16%	12 14%	17 20%	15 19%	13 15%	17 13%	7 8%	24 17%	9 12%	22 15%	-	32 14%	6 12%	16 17%	9 11%
SIZE OF COMPANY/GROWTH IN SIZE/WE ARE A SMALL COMPANY	30 13%	17 12%	17 13%	14 12%	13 12%	10 11%	13 15%	9 12%	8 9%	22 17%	14 16%	15 11%	8 11%	22 15%	-	30 13%	6 12%	13 14%	12 14%
SALES/PROFITABILITY	10 4%	6 4%	4 3%	7 6%	6 6%	4 5%	6 6%	4 5%	3 3%	7 5%	1 1%	9 7%	4 5%	6 4%	-	10 4%	1 2%	7 7%	2 3%
EFFICIENCY/BETTER PRODUCTION FLOW	8 4%	7 5%	5 4%	4 3%	3 3%	3 3%	3 3%	1 1%	5 6%	3 2%	4 5%	4 3%	4 6%	4 2%	-	8 4%	3 6%	2 2%	3 4%
OTHER	3 1%	2 1%	-	1 1%	2 2%	-	-	-	1 1%	2 1%	2 2%	1 1%	1 1%	2 1%	-	3 1%	1 2%	1 1%	1 1%
NONE/NOTHING/NOT INTERESTED/WOULDN'T CONSIDER IT	144 63%	85 60%	76 59%	69 58%	64 61%	58 66%	48 55%	48 62%	54 62%	85 63%	58 65%	84 62%	47 63%	95 63%	-	144 63%	29 60%	59 61%	56 66%
DON'T KNOW	8 4%	6 4%	3 2%	5 4%	5 5%	3 3%	1 1%	2 2%	5 6%	3 2%	6 7%	3 2%	5 6%	2 2%	-	8 4%	5 10%	2 2%	2 2%

Table 37-6

QUESTION 33C:

What are some of the reasons your company might consider adopting a formal quality and business management system? Are there any reasons you think you might need a more formal system in the future? What are those?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	REGION					
		IF INIT	NORTH- LAND	NW MN	MN	SOUTH MN	SW INIT
BASE=NO Q.33B	187 100%	30 100%	35 100%	23 100%	33 100%	36 100%	30 100%
SIZE OF COMPANY/GROWTH IN SIZE/WE ARE A SMALL COMPANY	25 13%	6 21%	3 8%	3 14%	3 9%	4 10%	6 20%
CUSTOMER NEED/CUSTOMERS ASK FOR IT	18 10%	5 18%	1 4%	2 7%	7 21%	3 9%	- -
EFFICIENCY/BETTER PRODUCTION FLOW	7 4%	2 6%	- -	- -	2 6%	3 9%	1 2%
SALES/PROFITABILITY	2 1%	1 3%	- -	- -	1 3%	- -	1 2%
NONE/NOTHING/NOT INTERESTED/WOULDN'T CONSIDER IT	123 66%	16 53%	29 84%	13 57%	19 58%	22 60%	24 78%
DON'T KNOW	13 7%	1 3%	1 4%	5 22%	1 3%	4 12%	- -

Table 38-1
 QUESTION 34:
 Below are some of the reasons manufacturers have given us for why they have implemented a formal quality and business management system. Do any of these reasons apply to you?
 Please choose as many as apply. And, if there is another reason you have implemented a formal system, please specify the reason.

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL- \$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC- ISION	METAL	PROC- ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MAN- AGER	MGMT TEAM
BASE=TOTAL ASKED	128 100%	46 36%	29 23%	15 12%	11 8%	27 21%	75 59%	53 41%	21 16%	37 29%	60 47%	43 33%	41 32%	44 35%	39 30%	13 10%	19 15%	15 12%	20 15%	107 84%	31 24%	47 37%	30 24%	11 8%
IMPROVE PROCESSES AND PERFORMANCE	63 50%	20 44%	15 52%	10 66%	5 46%	13 49%	35 47%	28 54%	4 20%	26 70%	30 51%	19 43%	23 56%	22 50%	20 52%	10 74%	7 35%	8 51%	6 33%	57 53%	9 30%	29 62%	15 49%	6 59%
TO IMPROVE QUALITY	61 48%	21 46%	15 51%	6 36%	6 54%	14 52%	36 48%	25 47%	9 44%	15 40%	31 52%	16 38%	21 53%	23 53%	19 49%	5 38%	12 67%	6 38%	7 35%	53 50%	12 41%	21 44%	19 62%	6 52%
CUSTOMER REQUIRED IT	51 40%	19 40%	13 44%	5 31%	5 51%	10 36%	31 42%	20 38%	6 30%	15 41%	27 46%	13 30%	18 44%	20 46%	21 55%	7 50%	6 31%	4 25%	5 24%	46 43%	11 36%	22 46%	13 42%	3 30%
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	34 27%	12 27%	10 33%	3 18%	2 22%	7 28%	22 29%	12 24%	2 10%	10 27%	21 35%	11 25%	10 25%	14 31%	10 26%	3 22%	5 29%	4 26%	2 11%	31 29%	11 36%	14 29%	7 22%	3 28%
GROW PROFITABLY	34 27%	10 21%	7 23%	8 53%	2 17%	7 28%	17 22%	17 33%	5 22%	10 27%	15 25%	11 25%	10 24%	14 30%	8 19%	6 45%	2 10%	4 24%	6 33%	27 26%	7 21%	9 20%	12 39%	1 13%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	27 21%	12 26%	2 7%	3 18%	2 15%	9 32%	14 19%	13 24%	3 14%	6 16%	16 26%	5 11%	9 21%	14 31%	9 25%	3 24%	4 19%	1 9%	5 23%	22 21%	5 17%	9 19%	9 30%	1 8%
OTHER	14 11%	6 12%	4 13%	-	3 25%	2 8%	9 12%	5 9%	5 26%	2 7%	6 10%	6 15%	3 7%	5 11%	4 11%	1 6%	2 10%	1 5%	4 21%	10 9%	4 14%	7 14%	1 2%	1 7%
DON'T KNOW/NOT SURE	5 4%	3 7%	1 4%	-	-	1 2%	4 6%	1 1%	3 16%	-	1 1%	4 10%	1 1%	-	2 4%	-	1 6%	1 7%	2 11%	3 3%	3 11%	-	1 3%	1 5%
REFUSED	1 1%	-	-	1 8%	-	-	-	1 2%	-	-	-	1 3%	-	-	-	-	-	-	1 7%	-	1 4%	-	-	-

Table 38-2
 QUESTION 34:
 Below are some of the reasons manufacturers have given us for why they have implemented a formal quality and business management system. Do any of these reasons apply to you?
 Please choose as many as apply. And, if there is another reason you have implemented a formal system, please specify the reason.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL ASKED	128 100%	64 50%	49 38%	113 89%	13 10%	13 10%	53 42%	57 44%	12 9%	70 55%	43 33%	32 25%	54 42%	37 29%	31 24%	50 40%	43 33%	35 27%	33 26%	56 44%	5 4%	83 65%	16 13%	28 22%
IMPROVE PROCESSES AND PERFORMANCE	63 50%	31 48%	27 55%	58 51%	6 42%	7 54%	23 43%	31 55%	6 46%	38 55%	19 44%	12 39%	32 59%	18 50%	17 54%	27 53%	18 42%	20 57%	17 51%	25 45%	2 42%	41 50%	9 56%	13 47%
TO IMPROVE QUALITY	61 48%	35 54%	22 45%	57 50%	4 31%	4 34%	32 59%	23 41%	4 30%	33 48%	22 51%	16 51%	23 43%	18 49%	14 45%	25 50%	19 45%	20 57%	14 41%	26 47%	- -	38 45%	7 44%	16 57%
CUSTOMER REQUIRED IT	51 40%	26 40%	21 43%	47 41%	4 33%	4 27%	27 50%	19 34%	3 26%	29 41%	19 43%	9 29%	24 46%	16 45%	16 51%	23 46%	12 29%	14 41%	13 39%	23 40%	2 31%	31 37%	8 52%	12 43%
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	34 27%	17 26%	14 29%	31 28%	3 23%	1 8%	16 29%	16 28%	1 8%	22 31%	12 28%	5 16%	17 32%	11 28%	9 28%	14 28%	10 23%	10 30%	11 34%	13 22%	1 19%	21 25%	3 19%	11 37%
GROW PROFITABLY	34 27%	19 29%	11 22%	29 26%	5 34%	6 46%	13 24%	15 27%	1 8%	21 31%	10 24%	13 40%	14 25%	7 18%	10 34%	13 26%	9 22%	11 31%	12 35%	10 19%	1 11%	20 24%	4 22%	10 35%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	27 21%	17 26%	7 14%	23 21%	3 26%	1 6%	8 15%	17 30%	1 9%	13 18%	12 27%	5 16%	10 19%	10 27%	4 13%	10 20%	11 26%	4 12%	7 21%	16 28%	2 42%	13 16%	3 19%	11 38%
OTHER	14 11%	6 9%	7 14%	13 11%	1 9%	3 22%	5 9%	6 11%	1 8%	9 13%	4 10%	7 23%	3 6%	2 5%	3 11%	3 6%	8 18%	3 9%	2 6%	8 14%	2 39%	9 11%	2 10%	3 11%
DON'T KNOW/NOT SURE	5 4%	2 3%	2 4%	4 3%	- -	1 9%	2 3%	2 4%	1 5%	2 3%	2 5%	1 2%	2 4%	2 6%	- -	1 2%	4 9%	2 6%	- -	3 5%	- -	5 6%	- -	- -
REFUSED	1 1%	1 2%	- -	1 1%	- -	1 10%	- -	- -	1 11%	- -	- -	1 4%	- -	- -	- -	- -	1 3%	- -	1 4%	- -	- -	1 2%	- -	- -

Table 38-3
 QUESTION 34:
 Below are some of the reasons manufacturers have given us for why they have implemented a formal quality and business management system. Do any of these reasons apply to you?
 Please choose as many as apply. And, if there is another reason you have implemented a formal system, please specify the reason.

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL ASKED	128 100%	100 79%	27 21%	32 25%	30 23%	41 32%	20 16%	36 28%	41 32%	22 17%	39 31%	26 21%	46 36%	29 23%	16 13%	17 13%	12 10%	6 5%	92 72%	34 26%
IMPROVE PROCESSES AND PERFORMANCE	63 50%	51 51%	12 44%	17 53%	14 48%	20 50%	9 45%	21 58%	23 57%	9 42%	21 55%	11 40%	26 56%	17 56%	9 54%	8 50%	7 57%	3 44%	47 51%	16 46%
TO IMPROVE QUALITY	61 48%	50 50%	11 40%	17 54%	13 43%	18 44%	10 52%	16 45%	23 58%	11 49%	19 48%	10 38%	22 47%	18 60%	6 34%	8 51%	8 64%	- -	46 50%	13 38%
CUSTOMER REQUIRED IT	51 40%	42 42%	9 33%	9 29%	14 48%	16 38%	9 43%	13 37%	20 49%	8 38%	12 30%	10 38%	23 50%	15 50%	6 35%	9 54%	5 41%	3 51%	34 37%	16 46%
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	34 27%	27 27%	8 28%	8 24%	10 32%	9 21%	7 36%	11 31%	13 31%	5 25%	10 26%	6 24%	11 23%	8 28%	4 26%	5 27%	9 73%	1 20%	26 29%	8 24%
GROW PROFITABLY	34 27%	25 25%	9 31%	7 22%	7 23%	16 39%	4 20%	10 29%	9 22%	7 30%	5 12%	7 26%	13 27%	11 38%	7 42%	6 38%	4 32%	1 12%	22 24%	11 32%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	27 21%	24 23%	3 12%	9 27%	6 19%	10 25%	2 11%	8 23%	8 20%	7 30%	9 24%	3 11%	12 25%	6 21%	1 7%	2 14%	1 7%	- -	20 21%	6 19%
OTHER	14 11%	10 10%	4 14%	2 7%	4 14%	6 14%	- -	3 8%	6 14%	2 9%	5 12%	4 15%	4 9%	2 8%	3 20%	1 5%	- -	2 37%	10 11%	4 12%
DON'T KNOW/NOT SURE	5 4%	3 3%	2 8%	1 2%	- -	1 3%	3 16%	- -	1 1%	- -	2 5%	1 4%	2 3%	- -	1 7%	- -	- -	1 19%	3 3%	2 7%
REFUSED	1 1%	- -	1 5%	1 4%	- -	- -	- -	- -	- -	- -	- -	1 5%	- -	- -	- -	- -	- -	- -	1 1%	- -

Table 38-4
 QUESTION 34:
 Below are some of the reasons manufacturers have given us for why they have implemented a formal quality and business management system. Do any of these reasons apply to you?
 Please choose as many as apply. And, if there is another reason you have implemented a formal system, please specify the reason.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL ASKED	128	67	42	17	23	21	22	17	61	36	21	7	55	52	20	59	18	34	13	19	71
	100%	52%	33%	14%	18%	17%	17%	13%	48%	28%	17%	5%	43%	41%	16%	47%	26%	51%	19%	28%	55%
IMPROVE PROCESSES AND PERFORMANCE	63	33	26	8	9	15	14	6	28	19	14	1	32	25	6	33	10	14	5	10	34
	50%	50%	63%	44%	40%	70%	63%	35%	46%	53%	66%	15%	58%	48%	32%	56%	55%	42%	38%	55%	48%
TO IMPROVE QUALITY	61	39	17	8	14	13	10	8	31	16	9	4	24	27	9	27	9	11	8	7	34
	48%	58%	39%	47%	60%	58%	46%	45%	51%	46%	43%	57%	44%	52%	44%	45%	50%	33%	62%	39%	47%
CUSTOMER REQUIRED IT	51	26	19	6	12	8	6	9	24	17	7	2	22	22	6	24	5	15	6	8	30
	40%	39%	45%	35%	52%	40%	28%	52%	40%	47%	32%	25%	40%	43%	32%	41%	30%	45%	46%	42%	42%
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	34	19	11	5	6	5	6	8	16	9	6	4	12	17	5	17	3	12	3	3	21
	27%	29%	27%	29%	24%	23%	26%	45%	26%	25%	26%	62%	22%	32%	25%	28%	15%	34%	23%	16%	30%
GROW PROFITABLY	34	17	13	4	10	7	3	2	11	11	10	2	19	12	3	22	10	5	3	4	15
	27%	25%	31%	24%	42%	32%	13%	11%	19%	31%	45%	28%	35%	23%	15%	36%	55%	16%	23%	23%	21%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	27	14	7	6	5	4	3	5	11	9	5	1	13	11	3	14	4	14	3	5	14
	21%	21%	18%	36%	20%	18%	13%	28%	18%	25%	23%	22%	23%	22%	15%	24%	25%	41%	23%	26%	19%
OTHER	14	7	5	-	1	1	3	2	7	2	4	-	7	5	2	5	1	-	2	1	8
	11%	11%	12%	-	3%	3%	12%	13%	12%	5%	18%	-	13%	10%	10%	9%	5%	-	15%	6%	12%
DON'T KNOW/NOT SURE	5	1	1	1	-	-	-	1	3	1	-	1	1	1	3	2	1	-	-	-	4
	4%	2%	2%	6%	-	-	-	7%	5%	3%	-	15%	2%	2%	14%	4%	5%	-	-	-	6%
REFUSED	1	1	-	1	1	-	-	-	1	-	-	-	-	1	-	-	1	-	-	-	-
	1%	2%	-	7%	6%	-	-	-	2%	-	-	-	-	2%	-	-	5%	-	-	-	-

Table 38-5

QUESTION 34:
 Below are some of the reasons manufacturers have given us for why they have implemented a formal quality and business management system. Do any of these reasons apply to you?
 Please choose as many as apply. And, if there is another reason you have implemented a formal system, please specify the reason.

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS			
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE=TOTAL ASKED	128 100%	65 51%	74 58%	75 59%	72 56%	64 50%	63 49%	58 46%	69 54%	49 39%	86 67%	34 27%	89 70%	38 29%	128 100%	-	57 45%	20 16%	50 39%
IMPROVE PROCESSES AND PERFORMANCE	63 50%	35 53%	39 53%	43 57%	40 56%	32 50%	34 53%	28 48%	36 51%	24 49%	43 51%	14 41%	46 52%	17 46%	63 50%	-	27 47%	6 29%	31 61%
TO IMPROVE QUALITY	61 48%	32 50%	38 52%	38 50%	29 41%	32 50%	29 47%	28 47%	32 46%	26 52%	40 46%	16 46%	42 48%	18 47%	61 48%	-	27 48%	11 56%	22 44%
CUSTOMER REQUIRED IT	51 40%	26 41%	32 43%	31 42%	32 45%	28 43%	29 46%	24 40%	25 36%	24 48%	34 39%	13 38%	38 42%	13 34%	51 40%	-	20 36%	9 44%	22 44%
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	34 27%	19 29%	22 30%	25 33%	17 24%	21 33%	17 27%	19 33%	24 34%	10 20%	25 29%	7 21%	30 34%	3 9%	34 27%	-	21 36%	4 21%	9 19%
GROW PROFITABLY	34 27%	20 30%	20 28%	22 30%	20 28%	20 31%	20 32%	15 26%	20 28%	12 25%	29 34%	5 13%	24 27%	10 26%	34 27%	-	17 29%	2 8%	16 31%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	27 21%	15 23%	19 25%	17 22%	18 25%	17 26%	16 25%	15 26%	16 23%	10 20%	18 21%	8 23%	22 24%	5 14%	27 21%	-	14 25%	6 30%	6 13%
OTHER	14 11%	9 14%	7 10%	9 11%	8 11%	4 7%	7 11%	9 16%	11 16%	1 1%	13 15%	1 3%	9 10%	5 13%	14 11%	-	11 19%	-	3 6%
DON'T KNOW/NOT SURE	5 4%	1 1%	3 4%	1 1%	-	1 1%	3 4%	1 1%	1 2%	3 5%	2 2%	3 10%	2 2%	3 9%	5 4%	-	-	1 5%	4 8%
REFUSED	1 1%	-	-	1 2%	-	-	-	-	-	1 3%	-	1 4%	1 1%	-	1 1%	-	-	1 6%	-

Table 38-6

QUESTION 34:

Below are some of the reasons manufacturers have given us for why they have implemented a formal quality and business management system. Do any of these reasons apply to you? Please choose as many as apply. And, if there is another reason you have implemented a formal system, please specify the reason.

BANNER 6

----- GREATER MN REGION -----

REGION

	REGION						
	TOTAL	IF INIT	NORTH- LAND	NW MN	MN	SOUTH MN	SW INIT
BASE=TOTAL ASKED	84 100%	18 100%	12 100%	22 100%	13 100%	12 100%	7 100%
IMPROVE PROCESSES AND PERFORMANCE	39 47%	10 55%	11 89%	3 15%	5 38%	6 47%	5 66%
TO IMPROVE QUALITY	36 42%	9 50%	1 11%	10 46%	8 62%	7 58%	1 8%
CUSTOMER REQUIRED IT	35 41%	5 30%	7 56%	8 38%	6 46%	3 26%	5 67%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	26 31%	4 25%	6 45%	8 38%	3 23%	2 21%	2 34%
GROW PROFITABLY	23 27%	10 55%	5 44%	-	3 23%	4 37%	-
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	20 24%	3 15%	1 11%	10 47%	3 23%	1 10%	2 25%
OTHER	4 5%	1 5%	-	-	2 15%	1 5%	1 8%
DON'T KNOW/NOT SURE	1 1%	1 5%	-	-	-	-	-
REFUSED	1 1%	1 5%	-	-	-	-	-

Table 39-1
 QUESTION X3:
 Thinking about your business, are you an OEM or a supplier to OEMs?

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE					
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (YES - NO)	39	3	14	2	-2	22	17	22	-35	28	44	-21	32	30	21	22	-5	34	-11	53	-6	27	15	6
	10%	2%	16%	5%	-5%	27%	8%	13%	-24%	22%	43%	-10%	27%	43%	26%	39%	-11%	89%	-15%	16%	-4%	22%	18%	23%
TOTAL YES	211	68	48	24	20	51	116	95	52	75	72	90	72	48	50	39	18	34	29	181	75	72	46	14
-----	53%	48%	55%	51%	47%	62%	51%	55%	36%	59%	70%	44%	60%	68%	62%	69%	41%	91%	40%	56%	47%	60%	55%	58%
OEM	60	20	11	5	8	17	30	29	16	23	16	33	16	9	6	8	3	20	11	48	23	17	14	6
	15%	14%	12%	10%	18%	21%	13%	17%	11%	18%	16%	16%	13%	13%	7%	14%	6%	54%	15%	15%	15%	14%	17%	23%
SUPPLIER TO OEM	152	48	38	20	13	33	86	66	37	52	56	57	56	38	44	32	16	14	19	133	52	55	32	9
	38%	34%	43%	41%	30%	41%	38%	38%	26%	41%	55%	28%	47%	55%	55%	56%	35%	37%	26%	41%	32%	46%	38%	35%
NO, NEITHER OF THESE	172	65	34	22	23	29	99	73	87	47	28	111	40	18	29	17	24	1	40	128	81	45	31	9
	43%	46%	39%	46%	53%	35%	44%	42%	61%	37%	27%	54%	33%	25%	36%	31%	52%	2%	55%	40%	50%	38%	36%	36%
DON'T KNOW/NOT SURE	13	6	2	2	-	3	8	5	3	5	1	2	6	3	2	-	3	3	2	10	4	2	5	1
	3%	4%	3%	4%	-	4%	3%	3%	2%	4%	1%	1%	5%	4%	2%	-	7%	7%	3%	3%	3%	2%	6%	6%
REFUSED	4	2	2	-	-	-	4	-	1	1	1	1	2	1	-	-	-	-	1	3	-	-	3	-
	1%	1%	3%	-	-	-	2%	-	1%	1%	1%	1%	1%	2%	-	-	-	-	1%	1%	-	-	4%	-

Table 39-2
 QUESTION X3:
 Thinking about your business, are you an OEM or a supplier to OEMs?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO			EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+		
					74																				18%	
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45		
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%		
**D/S (YES - NO)	39	10	17	27	14	-9	8	39	-16	50	8	5	29	8	-8	35	13	-13	20	31	4	11	12	18		
	10%	6%	10%	8%	19%	-18%	5%	24%	-32%	22%	7%	5%	18%	6%	-10%	21%	9%	-11%	22%	17%	10%	3%	49%	39%		
TOTAL YES	211	78	88	166	43	18	85	100	14	133	62	46	93	70	36	98	75	50	56	102	23	162	18	30		
-----	53%	51%	52%	52%	59%	37%	51%	61%	28%	60%	52%	48%	58%	51%	43%	60%	51%	43%	60%	56%	51%	50%	72%	66%		
OEM	60	17	30	47	12	7	21	27	6	32	21	13	22	23	8	25	25	16	14	30	9	49	5	5		
	15%	11%	18%	15%	17%	13%	13%	17%	13%	14%	17%	14%	14%	17%	9%	15%	17%	14%	15%	16%	20%	15%	19%	10%		
SUPPLIER TO OEM	152	61	58	119	31	12	64	73	8	101	41	33	71	46	28	73	50	34	42	72	14	113	13	25		
	38%	40%	34%	37%	42%	24%	39%	44%	15%	45%	34%	34%	45%	34%	34%	45%	34%	29%	46%	39%	31%	35%	53%	56%		
NO, NEITHER OF THESE	172	69	71	139	30	27	77	61	30	83	54	41	64	62	44	64	62	63	36	71	19	151	6	12		
	43%	45%	42%	43%	40%	55%	46%	37%	61%	37%	45%	43%	40%	46%	52%	39%	42%	54%	39%	39%	42%	47%	23%	27%		
DON'T KNOW/NOT SURE	13	5	6	12	1	3	3	2	4	5	3	8	2	2	4	2	7	4	1	8	2	8	1	1		
	3%	3%	4%	4%	1%	6%	2%	1%	8%	2%	3%	8%	2%	2%	5%	1%	5%	3%	1%	4%	5%	2%	6%	3%		
REFUSED	4	1	3	4	-	1	1	1	1	1	2	1	-	2	-	-	3	-	-	2	1	3	-	1		
	1%	1%	2%	1%	-	2%	-	1%	3%	1%	1%	1%	-	1%	-	-	2%	-	-	1%	2%	1%	-	3%		

Table 39-3
QUESTION X3:
Thinking about your business, are you an OEM or a supplier to OEMs?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- -SION	FLAT	RECES- -SION	INFL- -ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	316	84	83	86	124	88	102	132	77	132	118	110	86	61	52	39	19	294	99
	100%	79%	21%	21%	22%	31%	22%	26%	33%	19%	33%	30%	27%	21%	15%	13%	10%	5%	73%	25%
**D/S (YES - NO)	39	40	-	15	8	26	-8	-1	31	5	30	-5	13	12	4	10	-4	-	25	15
	10%	13%	-	18%	9%	21%	-10%	-1%	24%	6%	23%	-4%	12%	14%	6%	19%	-9%	-1%	9%	15%
TOTAL YES	211	171	40	45	46	74	38	47	81	40	79	54	59	48	32	29	17	9	153	55
-----	53%	54%	48%	54%	54%	60%	43%	46%	61%	53%	60%	46%	54%	55%	52%	56%	45%	49%	52%	56%
OEM	60	46	14	15	15	18	9	13	16	13	23	18	12	8	10	4	9	2	44	15
	15%	14%	17%	18%	17%	15%	10%	13%	12%	17%	17%	15%	11%	10%	17%	8%	22%	12%	15%	15%
SUPPLIER TO OEM	152	126	26	30	32	56	29	34	65	28	56	36	48	39	22	25	9	7	109	40
	38%	40%	31%	36%	37%	45%	33%	33%	49%	36%	43%	30%	44%	46%	35%	48%	22%	37%	37%	41%
NO, NEITHER OF THESE	172	132	40	30	39	48	46	49	49	36	49	59	46	35	28	19	21	9	128	41
	43%	42%	48%	36%	45%	39%	52%	48%	38%	46%	37%	50%	42%	41%	46%	37%	54%	51%	44%	41%
DON'T KNOW/NOT SURE	13	9	4	7	1	1	3	6	1	1	3	3	3	2	1	4	-	-	10	2
	3%	3%	5%	8%	1%	1%	4%	5%	1%	1%	2%	3%	3%	2%	2%	7%	-	-	3%	2%
REFUSED	4	4	-	1	1	-	1	1	-	-	1	2	1	1	-	-	1	-	2	1
	1%	1%	-	1%	1%	-	1%	1%	-	-	1%	2%	1%	1%	-	-	2%	-	1%	1%

Table 39-4
 QUESTION X3:
 Thinking about your business, are you an OEM or a supplier to OEMs?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS						
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (YES - NO)	39 10%	3 2%	27 22%	-17 -23%	19 30%	8 15%	4 8%	1 3%	-1 -	27 29%	16 34%	- 1%	30 19%	10 6%	- -	44 30%	12 23%	21 21%	3 6%	3 3%	15 7%
TOTAL YES	211 53%	97 49%	72 59%	27 37%	40 62%	31 56%	28 51%	19 50%	112 48%	56 62%	30 65%	11 43%	90 59%	83 51%	37 47%	92 62%	33 61%	59 59%	27 53%	50 50%	110 51%
OEM	60 15%	23 12%	17 14%	5 7%	16 25%	11 21%	7 13%	5 14%	39 17%	10 11%	8 18%	3 10%	17 11%	24 15%	18 23%	17 11%	10 18%	25 25%	9 18%	26 26%	28 13%
SUPPLIER TO OEM	152 38%	73 37%	55 45%	22 30%	24 37%	20 36%	21 38%	14 36%	73 31%	47 52%	22 47%	9 34%	73 47%	58 36%	19 24%	76 51%	23 43%	35 35%	18 35%	24 24%	82 38%
NO, NEITHER OF THESE	172 43%	93 47%	45 37%	44 60%	21 33%	23 41%	24 44%	18 46%	112 49%	30 33%	15 31%	11 42%	61 39%	72 44%	38 47%	49 33%	20 38%	38 38%	24 47%	47 47%	96 44%
DON'T KNOW/NOT SURE	13 3%	5 2%	3 3%	2 3%	2 4%	2 3%	3 5%	1 2%	4 2%	3 3%	2 3%	4 15%	2 1%	8 5%	2 3%	7 5%	1 2%	3 3%	- -	3 3%	8 4%
REFUSED	4 1%	2 1%	1 1%	- -	1 1%	- -	- -	1 2%	3 1%	2 2%	- -	- -	1 1%	- -	2 3%	1 1%	- -	- -	- -	- -	4 2%

Table 39-5
QUESTION X3:
Thinking about your business, are you an OEM or a supplier to OEMs?

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS			
	TOTAL	WORK-LIFE	COMP	SAFE	FLEX	INDUS	BENE-	CAREER	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL	SALARY	ENVIR	SHIFTS	-TRY LEADER	FITS	GROWTH											
BASE=TOTAL SAMPLE	400	233	225	222	199	167	167	150	171	207	194	190	188	206	128	254	116	131	153
	100%	58%	56%	55%	50%	42%	42%	38%	43%	52%	48%	47%	47%	52%	32%	64%	29%	33%	38%
**D/S (YES - NO)	39	10	25	10	21	28	21	19	33	5	33	2	31	6	56	-22	24	-6	21
	10%	4%	11%	5%	10%	17%	13%	13%	19%	2%	17%	1%	16%	3%	44%	-9%	21%	-5%	14%
TOTAL YES	211	118	122	113	106	95	92	82	99	103	110	93	106	102	91	110	67	60	84
-----	53%	50%	54%	51%	53%	57%	55%	55%	58%	50%	57%	49%	57%	50%	71%	43%	58%	46%	55%
OEM	60	29	30	26	22	20	18	18	22	33	27	30	28	31	18	35	15	21	23
	15%	13%	13%	12%	11%	12%	11%	12%	13%	16%	14%	16%	15%	15%	14%	14%	13%	16%	15%
SUPPLIER TO OEM	152	88	91	88	84	75	74	65	77	70	83	63	79	71	73	75	52	38	61
	38%	38%	41%	39%	42%	45%	44%	43%	45%	34%	43%	33%	42%	35%	57%	30%	45%	29%	40%
NO, NEITHER OF THESE	172	108	96	103	85	66	70	63	66	98	77	91	75	97	35	133	43	66	63
	43%	46%	43%	46%	43%	40%	42%	42%	39%	47%	40%	48%	40%	47%	27%	52%	37%	50%	41%
DON'T KNOW/NOT SURE	13	7	6	4	6	5	5	4	5	4	6	4	5	5	1	9	5	3	4
	3%	3%	3%	2%	3%	3%	3%	3%	3%	2%	3%	2%	2%	2%	1%	3%	5%	3%	3%
REFUSED	4	2	1	2	2	1	-	1	-	3	1	2	1	3	-	3	-	2	2
	1%	1%	-	1%	1%	1%	-	1%	-	1%	-	1%	1%	1%	-	1%	-	1%	1%

Table 39-6
 QUESTION X3:
 Thinking about your business, are you an OEM or a supplier to OEMs?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (YES - NO)	39 13%	12 23%	14 29%	7 14%	3 6%	1 1%	2 5%
TOTAL YES -----	169 55%	33 61%	31 62%	28 57%	27 53%	25 49%	25 50%
OEM	70 23%	10 18%	11 23%	13 27%	9 18%	12 25%	14 28%
SUPPLIER TO OEM	99 33%	23 43%	20 39%	15 30%	18 35%	12 25%	11 23%
NO, NEITHER OF THESE	129 42%	20 38%	16 33%	22 43%	24 47%	24 48%	23 46%
DON'T KNOW/NOT SURE	7 2%	1 2%	3 5%	- -	- -	1 2%	2 4%

Table 40-1

QUESTION X4A:

When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Formal Quality Program

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC-ISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=OEM Q.X3	60 100%	20 33%	11 18%	5 8%	8 13%	17 29%	30 51%	29 49%	16 26%	23 39%	16 27%	33 55%	16 27%	9 15%	6 10%	8 13%	3 5%	20 34%	11 18%	48 80%	23 39%	17 28%	14 23%	6 9%
10	13 21%	5 24%	1 10%	-	1 10%	6 36%	6 19%	7 23%	3 17%	3 12%	5 29%	6 20%	3 20%	3 33%	4 61%	-	3 100%	3 13%	3 25%	10 21%	5 23%	3 19%	3 19%	1 25%
8-10	22 36%	9 46%	1 10%	2 48%	2 20%	8 45%	10 33%	11 39%	6 41%	6 25%	7 44%	10 32%	5 30%	6 69%	5 83%	4 56%	3 100%	4 22%	4 33%	18 38%	6 26%	7 41%	6 45%	2 42%
5-7	25 42%	6 31%	9 81%	1 31%	2 28%	7 39%	15 49%	10 35%	4 27%	12 51%	8 51%	13 41%	9 54%	3 31%	1 17%	2 20%	-	11 56%	4 39%	20 41%	11 46%	6 35%	6 43%	2 43%
1-4	13 22%	4 22%	1 10%	1 21%	4 52%	3 16%	5 18%	8 26%	5 32%	6 24%	1 5%	9 27%	2 15%	-	-	2 24%	-	5 22%	3 27%	10 21%	6 28%	4 24%	2 13%	1 15%
9	4 6%	-	-	2 48%	1 10%	1 5%	-	4 13%	2 13%	1 4%	1 5%	2 6%	2 11%	-	1 22%	1 10%	-	2 8%	1 9%	3 6%	-	2 12%	1 6%	1 17%
8	5 9%	4 22%	-	-	-	1 5%	4 15%	1 3%	2 10%	2 8%	2 10%	2 6%	-	3 35%	-	4 46%	-	-	-	5 11%	1 3%	2 10%	3 20%	-
7	7 12%	1 6%	3 27%	1 31%	-	2 9%	4 13%	3 10%	-	3 14%	4 23%	2 6%	2 12%	3 31%	-	1 7%	-	2 11%	1 13%	4 9%	1 5%	4 22%	2 15%	-
6	7 12%	2 10%	1 14%	-	1 14%	3 16%	3 11%	4 13%	2 14%	4 18%	1 5%	3 10%	4 25%	-	-	1 13%	-	3 13%	1 10%	6 13%	6 24%	-	-	2 28%
5	11 18%	3 16%	4 40%	-	1 14%	3 15%	7 24%	4 12%	2 13%	4 19%	4 23%	8 25%	3 17%	-	1 17%	-	-	6 32%	2 16%	9 19%	4 17%	2 13%	4 28%	1 15%
4	1 1%	-	-	-	-	1 5%	-	1 3%	-	1 3%	-	1 2%	-	-	-	-	-	1 4%	1 7%	-	1 3%	-	-	-
3	3 4%	1 4%	1 10%	-	1 10%	-	2 6%	1 3%	1 6%	2 7%	-	1 3%	2 10%	-	-	1 13%	-	2 8%	-	3 5%	-	1 6%	1 6%	1 15%
2	2 3%	1 4%	-	1 21%	-	-	1 3%	1 3%	-	1 4%	1 5%	1 3%	1 5%	-	-	1 11%	-	-	-	2 4%	-	1 5%	1 7%	-
1	8 13%	3 14%	-	-	3 42%	2 11%	3 9%	5 17%	4 26%	2 9%	-	6 19%	-	-	-	-	-	2 11%	2 20%	6 12%	6 25%	2 13%	-	-
MEAN	6.2	6.3	6.0	6.9	4.2	6.9	6.2	6.2	5.7	5.8	7.3	5.7	6.6	8.3	8.9	6.5	10.0	5.7	6.1	6.2	5.6	6.4	6.8	6.9

Table 40-2

QUESTION X4A:
When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Formal Quality Program

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=OEM Q.X3	60 100%	17 29%	30 50%	47 79%	12 21%	7 11%	21 35%	27 46%	6 11%	32 54%	21 35%	13 22%	22 36%	23 39%	8 13%	25 42%	25 42%	16 27%	14 23%	30 50%	9 15%	49 82%	5 8%	5 8%
10	13 21%	6 37%	4 14%	11 22%	2 16%	2 27%	5 22%	4 15%	2 27%	6 17%	5 25%	5 36%	5 22%	2 8%	2 32%	4 15%	5 22%	3 19%	2 13%	8 26%	- -	10 20%	- -	3 68%
8-10	22 36%	9 52%	11 35%	20 41%	2 16%	2 27%	11 51%	7 26%	2 27%	9 27%	11 52%	5 36%	9 41%	7 29%	2 32%	8 34%	9 38%	9 56%	3 19%	10 34%	- -	15 31%	3 70%	3 68%
5-7	25 42%	6 37%	12 40%	18 39%	7 53%	2 24%	5 26%	15 56%	2 30%	18 55%	6 26%	6 43%	10 47%	9 39%	4 52%	12 47%	8 33%	4 27%	10 76%	10 35%	5 53%	22 45%	1 30%	1 32%
1-4	13 22%	2 12%	7 24%	9 20%	4 31%	3 49%	5 23%	5 18%	3 43%	6 18%	4 21%	3 21%	3 12%	8 32%	1 16%	5 19%	7 29%	3 18%	1 6%	9 32%	4 47%	11 23%	- -	- -
9	4 6%	1 5%	3 9%	4 8%	- -	- -	2 10%	2 6%	- -	2 8%	1 6%	- -	1 6%	2 11%	- -	1 5%	2 10%	2 11%	1 6%	1 4%	- -	4 8%	- -	- -
8	5 9%	2 9%	4 12%	5 11%	- -	- -	4 19%	1 4%	- -	1 2%	4 21%	- -	3 13%	2 10%	- -	4 14%	2 7%	4 25%	- -	1 4%	- -	2 4%	3 70%	- -
7	7 12%	1 8%	4 13%	5 11%	2 12%	1 11%	- -	6 23%	- -	5 17%	1 7%	1 11%	3 12%	3 12%	- -	4 14%	3 13%	1 4%	5 36%	1 4%	1 8%	4 8%	1 30%	1 32%
6	7 12%	- -	5 16%	5 10%	2 19%	1 13%	1 5%	5 19%	1 13%	5 17%	1 4%	1 6%	4 20%	2 9%	- -	4 17%	3 12%	- -	4 31%	3 10%	2 22%	7 15%	- -	- -
5	11 18%	5 29%	3 11%	8 18%	3 21%	- -	4 20%	4 14%	1 17%	7 21%	3 15%	3 25%	3 15%	4 18%	4 52%	4 16%	2 8%	4 23%	1 9%	6 21%	2 23%	11 22%	- -	- -
4	1 1%	- -	1 3%	1 2%	- -	- -	- -	1 3%	- -	1 2%	- -	- -	1 4%	- -	- -	1 3%	- -	- -	1 6%	- -	- -	1 2%	- -	- -
3	3 4%	- -	3 9%	3 6%	- -	- -	2 8%	1 4%	1 13%	2 6%	- -	- -	1 4%	2 8%	- -	2 7%	1 3%	- -	- -	3 9%	1 9%	3 5%	- -	- -
2	2 3%	1 5%	1 3%	2 4%	- -	1 15%	1 4%	- -	- -	- -	2 9%	1 7%	- -	1 3%	- -	- -	2 7%	1 6%	- -	1 3%	1 9%	2 4%	- -	- -
1	8 13%	1 7%	3 10%	4 9%	4 31%	2 34%	2 11%	3 12%	2 30%	3 10%	3 13%	2 14%	1 5%	5 21%	1 16%	2 9%	5 18%	2 12%	- -	6 20%	3 29%	6 13%	- -	- -
MEAN	6.2	7.1	6.2	6.5	5.0	4.9	6.4	6.2	5.0	6.2	6.5	6.3	6.8	5.4	6.0	6.3	6.0	6.6	6.9	5.7	3.8	6.0	7.7	9.0

Table 40-3

QUESTION X4A:
When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Formal Quality Program

BANNER 3

	GENDER		AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPITL TO INVEST	NO	TOT YES
BASE=OEM Q.X3	60 100%	46 77%	14 23%	15 25%	15 24%	18 30%	9 14%	13 22%	16 27%	13 22%	23 38%	18 31%	12 20%	8 14%	10 17%	4 7%	9 15%	2 4%	44 74%	15 25%
10	13 21%	7 16%	5 38%	3 17%	5 35%	2 10%	3 36%	3 20%	3 21%	4 29%	3 15%	2 9%	3 29%	- -	1 11%	- -	2 19%	1 52%	10 24%	2 15%
8-10	22 36%	12 27%	9 65%	7 46%	7 48%	4 21%	4 45%	6 44%	5 31%	6 47%	7 29%	7 41%	7 56%	- -	2 19%	1 29%	2 19%	1 52%	16 36%	6 37%
5-7	25 42%	22 48%	3 23%	6 42%	6 39%	8 42%	3 36%	4 31%	9 54%	4 30%	13 59%	5 30%	3 28%	6 75%	5 45%	3 71%	4 51%	1 48%	20 44%	5 31%
1-4	13 22%	11 25%	2 13%	2 13%	2 13%	7 37%	2 19%	3 25%	2 15%	3 23%	3 12%	5 29%	2 16%	2 25%	4 36%	- -	3 30%	- -	8 19%	5 31%
9	4 6%	3 6%	1 7%	1 6%	1 5%	1 7%	1 9%	1 10%	- -	1 6%	2 8%	3 16%	1 7%	- -	- -	- -	- -	- -	3 6%	1 6%
8	5 9%	2 5%	3 20%	3 22%	1 8%	1 4%	- -	2 14%	2 10%	2 13%	2 7%	3 15%	2 21%	- -	1 8%	1 29%	- -	- -	3 6%	2 16%
7	7 12%	7 15%	- -	3 20%	1 7%	2 11%	- -	1 11%	4 25%	- -	6 27%	- -	1 5%	1 17%	- -	1 38%	2 21%	- -	7 16%	- -
6	7 12%	6 14%	1 7%	- -	3 18%	3 19%	1 13%	2 13%	1 7%	2 18%	2 8%	2 9%	2 15%	3 34%	3 25%	1 19%	- -	1 48%	3 6%	4 24%
5	11 18%	9 19%	2 16%	3 22%	2 15%	2 12%	2 23%	1 8%	4 22%	2 12%	5 23%	4 22%	1 8%	2 24%	2 20%	1 14%	3 30%	- -	10 22%	1 8%
4	1 1%	1 2%	- -	- -	1 5%	- -	- -	- -	- -	1 6%	1 3%	- -	- -	- -	1 8%	- -	- -	- -	- -	1 5%
3	3 4%	2 4%	1 6%	- -	- -	3 14%	- -	1 6%	1 5%	1 8%	1 3%	2 10%	- -	1 12%	- -	- -	1 9%	- -	3 6%	- -
2	2 3%	1 2%	1 7%	- -	- -	2 10%	- -	1 7%	1 5%	- -	- -	- -	1 7%	- -	2 18%	- -	- -	- -	2 4%	- -
1	8 13%	8 17%	- -	2 13%	1 7%	2 12%	2 19%	2 12%	1 5%	1 9%	1 5%	3 19%	1 9%	1 13%	1 10%	- -	2 22%	- -	4 9%	4 26%
MEAN	6.2	5.8	7.5	6.7	7.2	5.2	6.5	6.3	6.5	6.7	6.6	5.7	7.0	4.9	5.0	6.8	5.3	8.1	6.4	5.6

Table 40-4
 QUESTION X4A:
 When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Formal Quality Program

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS						
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=OEM Q.X3	60 100%	23 39%	17 29%	5 9%	16 27%	11 19%	7 12%	5 9%	39 66%	10 16%	8 14%	3 4%	17 29%	24 41%	18 30%	17 28%	10 21%	25 53%	9 19%	26 56%	28 47%
10	13 21%	4 15%	4 21%	3 53%	4 22%	1 10%	2 28%	1 27%	6 15%	2 17%	3 32%	3 100%	6 34%	3 12%	4 21%	5 31%	- -	6 24%	2 22%	4 16%	6 20%
8-10	22 36%	9 38%	7 38%	3 53%	5 32%	5 43%	3 39%	1 27%	11 27%	4 43%	4 50%	3 100%	9 51%	8 32%	5 27%	9 56%	4 36%	11 44%	3 33%	8 30%	10 36%
5-7	25 42%	9 39%	8 48%	2 32%	5 32%	5 43%	4 61%	4 73%	17 44%	5 57%	2 27%	- -	7 39%	11 43%	8 43%	5 33%	4 45%	8 33%	2 22%	12 46%	13 45%
1-4	13 22%	5 23%	2 14%	1 15%	6 35%	2 14%	- -	- -	11 29%	- -	2 23%	- -	2 11%	6 24%	5 30%	2 11%	2 18%	6 23%	4 44%	6 23%	5 19%
9	4 6%	2 11%	1 5%	- -	- -	2 18%	1 11%	- -	2 5%	1 10%	1 9%	- -	2 12%	2 7%	- -	2 10%	3 27%	- -	1 11%	2 7%	- -
8	5 9%	3 12%	2 11%	- -	2 10%	2 14%	- -	- -	3 7%	2 17%	1 9%	- -	1 4%	3 13%	1 6%	2 14%	1 9%	5 21%	- -	2 7%	4 16%
7	7 12%	2 8%	2 10%	- -	- -	1 13%	1 11%	1 21%	3 7%	4 38%	1 7%	- -	2 13%	2 9%	2 14%	3 16%	2 18%	6 26%	- -	8 30%	3 12%
6	7 12%	3 11%	2 11%	2 32%	1 5%	1 13%	1 12%	1 14%	6 16%	1 9%	- -	- -	3 16%	4 15%	1 5%	1 5%	- -	- -	1 11%	2 7%	3 12%
5	11 18%	5 19%	5 27%	- -	4 27%	2 17%	3 38%	2 39%	8 21%	1 10%	2 20%	- -	2 9%	5 20%	5 25%	2 11%	3 27%	2 7%	1 11%	2 9%	6 21%
4	1 1%	- -	- -	1 15%	- -	- -	- -	- -	1 2%	- -	- -	- -	- -	- -	1 4%	- -	1 9%	- -	- -	2 7%	- -
3	3 4%	1 4%	1 5%	- -	1 6%	1 7%	- -	- -	2 5%	- -	1 10%	- -	1 6%	1 3%	1 4%	1 5%	- -	- -	1 11%	2 7%	2 7%
2	2 3%	1 4%	1 5%	- -	1 5%	1 7%	- -	- -	2 5%	- -	- -	- -	1 5%	- -	1 5%	- -	- -	6 23%	- -	- -	1 3%
1	8 13%	3 15%	1 5%	- -	4 24%	- -	- -	- -	7 17%	- -	1 13%	- -	- -	5 21%	3 16%	1 6%	1 9%	- -	3 33%	2 9%	3 10%
MEAN	6.2	6.0	6.5	7.8	5.2	6.7	7.2	6.9	5.5	7.6	6.7	10.0	7.5	5.7	5.6	7.4	6.3	6.6	5.1	6.4	6.2

Table 40-5

QUESTION X4A:
When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Formal Quality Program

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS-TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
	BASE=OEM Q.X3	60 100%	29 49%	30 51%	26 43%	22 36%	20 33%	18 30%	18 29%	22 37%	33 55%	27 45%	30 50%	28 46%	31 52%	18 31%	35 59%	15 25%	21 36%
10	13 21%	2 7%	6 19%	5 20%	4 17%	3 17%	3 17%	2 9%	6 25%	5 15%	8 29%	4 13%	8 30%	4 14%	4 24%	5 15%	6 37%	3 13%	4 18%
8-10	22 36%	9 30%	13 42%	12 48%	8 38%	6 29%	9 52%	7 39%	9 39%	11 32%	13 47%	8 27%	14 49%	7 22%	7 37%	10 29%	8 53%	6 29%	7 32%
5-7	25 42%	13 45%	12 41%	10 37%	10 44%	11 56%	7 39%	8 44%	11 47%	12 37%	12 46%	10 35%	11 39%	14 46%	11 58%	13 36%	7 47%	7 33%	11 47%
1-4	13 22%	8 26%	5 18%	4 14%	4 18%	3 15%	2 9%	3 17%	3 13%	10 31%	2 7%	11 38%	3 11%	10 32%	1 4%	12 35%	-	8 39%	5 21%
9	4 6%	4 13%	3 10%	4 15%	3 14%	2 13%	3 17%	3 17%	2 7%	2 7%	1 3%	3 10%	3 11%	1 3%	-	4 11%	1 5%	2 10%	1 3%
8	5 9%	3 9%	4 13%	4 14%	2 8%	-	3 18%	2 14%	2 7%	4 11%	4 15%	1 4%	2 9%	2 5%	2 13%	1 3%	2 11%	1 5%	2 10%
7	7 12%	3 10%	2 8%	2 8%	1 7%	3 16%	-	1 8%	5 24%	-	3 12%	2 8%	4 14%	3 10%	3 17%	2 6%	3 21%	-	4 16%
6	7 12%	4 15%	3 9%	2 7%	2 11%	1 4%	1 5%	1 4%	1 5%	6 18%	5 18%	2 8%	2 6%	5 18%	2 10%	5 15%	1 7%	2 11%	4 16%
5	11 18%	6 20%	7 23%	6 23%	6 27%	7 36%	6 33%	6 32%	4 18%	6 19%	4 17%	6 19%	5 19%	6 18%	6 31%	5 15%	3 19%	5 21%	4 15%
4	1 1%	1 3%	-	-	-	-	-	-	-	1 2%	1 3%	-	-	1 3%	-	1 2%	-	-	1 3%
3	3 4%	2 6%	2 6%	-	-	-	1 5%	-	1 3%	2 6%	-	3 9%	1 4%	2 5%	1 4%	2 5%	-	2 9%	1 3%
2	2 3%	1 3%	1 3%	2 7%	1 5%	1 4%	1 5%	1 5%	-	2 5%	-	2 6%	1 4%	1 3%	-	2 5%	-	2 8%	-
1	8 13%	4 14%	3 9%	2 7%	3 14%	2 11%	-	2 12%	2 10%	6 17%	1 4%	7 23%	1 4%	7 22%	-	8 22%	-	5 22%	3 14%
MEAN	6.2	5.7	6.4	6.7	6.2	6.1	6.9	6.1	6.8	5.5	7.2	5.1	7.2	5.3	7.0	5.4	7.9	5.1	6.2

Table 40-6

QUESTION X4A:

When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Formal Quality Program

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=OEM Q.X3	70 100%	10 100%	11 100%	13 100%	9 100%	12 100%	14 100%
10 --	12 17%	-	4 38%	2 12%	2 22%	1 10%	3 22%
8-10 ----	25 37%	4 36%	4 38%	7 50%	3 33%	5 40%	3 22%
5-7 ---	27 38%	4 45%	1 12%	7 50%	2 22%	6 45%	7 48%
1-4 ---	18 25%	2 18%	6 50%	-	4 44%	2 15%	4 31%
9	6 8%	3 27%	-	-	1 11%	2 15%	-
8	8 11%	1 9%	-	5 38%	-	2 15%	-
7	16 23%	2 18%	1 12%	5 38%	-	4 35%	4 26%
6	3 4%	-	-	-	1 11%	1 5%	1 8%
5	8 11%	3 27%	-	2 12%	1 11%	1 5%	2 13%
4	3 4%	1 9%	-	-	-	2 15%	-
3	3 4%	-	-	-	1 11%	-	2 13%
2	6 8%	-	6 50%	-	-	-	-
1	6 9%	1 9%	-	-	3 33%	-	2 17%
MEAN	6.3	6.3	5.6	7.5	5.1	7.1	5.7

Table 41-1
 QUESTION X4B:
 When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Continuous Improvement Program

BANNER 1

	REGION					REGION II			REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC-ISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=OEM Q.X3	60 100%	20 33%	11 18%	5 8%	8 13%	17 29%	30 51%	29 49%	16 26%	23 39%	16 27%	33 55%	16 27%	9 15%	6 10%	8 13%	3 5%	20 34%	11 18%	48 80%	23 39%	17 28%	14 23%	6 9%
10	7 12%	1 6%	1 6%	-	1 14%	4 24%	2 6%	5 18%	2 11%	-	3 18%	3 10%	2 14%	1 15%	-	-	2 65%	1 6%	1 6%	6 13%	1 5%	2 10%	3 19%	1 25%
8-10	16 26%	4 21%	2 20%	2 51%	1 14%	6 34%	6 21%	9 32%	3 16%	4 18%	7 41%	7 22%	4 25%	4 47%	-	1 15%	2 65%	6 30%	3 28%	13 26%	2 9%	4 23%	7 52%	2 42%
5-7	31 52%	12 60%	6 54%	1 28%	5 62%	8 44%	18 58%	14 46%	9 57%	12 53%	8 47%	17 50%	8 50%	5 53%	6 100%	4 51%	-	11 52%	5 45%	25 53%	15 64%	9 53%	5 36%	2 43%
1-4	13 22%	4 18%	3 26%	1 21%	2 24%	4 22%	6 21%	7 22%	4 27%	7 29%	2 11%	9 27%	4 25%	-	-	3 34%	1 35%	3 17%	3 27%	10 21%	6 27%	4 24%	2 13%	1 15%
9	2 3%	1 6%	-	1 20%	-	-	1 4%	1 3%	-	2 9%	-	1 3%	1 6%	-	-	1 15%	-	1 5%	1 9%	1 2%	-	-	1 8%	1 17%
8	7 11%	2 10%	1 14%	1 31%	-	2 10%	3 11%	3 11%	1 5%	2 9%	4 23%	3 9%	1 5%	3 31%	-	-	-	4 20%	1 13%	5 11%	1 4%	2 13%	3 24%	-
7	10 17%	6 31%	1 6%	1 28%	1 10%	1 8%	7 22%	3 12%	3 19%	1 5%	4 27%	2 7%	3 18%	3 35%	3 49%	2 31%	-	3 12%	-	10 21%	2 7%	4 25%	3 24%	1 15%
6	7 12%	2 11%	1 8%	-	1 14%	3 16%	3 10%	4 13%	1 7%	5 22%	1 5%	6 19%	1 5%	-	-	1 13%	-	3 15%	3 28%	4 8%	5 22%	1 6%	1 6%	-
5	14 24%	4 18%	4 40%	-	3 38%	3 19%	8 26%	6 21%	5 31%	6 26%	2 15%	8 24%	4 27%	2 18%	3 51%	1 7%	-	5 25%	2 17%	11 23%	8 35%	4 22%	1 5%	2 28%
4	2 3%	-	-	-	-	2 9%	-	2 5%	-	2 7%	-	2 5%	-	-	-	1 10%	-	1 4%	1 7%	1 2%	2 7%	-	-	-
3	3 5%	2 8%	1 7%	-	1 10%	-	2 8%	1 3%	-	2 10%	1 5%	-	3 20%	-	-	1 11%	-	1 4%	-	3 7%	2 7%	1 5%	1 6%	-
2	2 3%	-	2 19%	-	-	-	2 7%	-	1 6%	-	1 6%	2 6%	-	-	-	1 13%	-	-	-	2 4%	-	2 12%	-	-
1	6 10%	2 10%	-	1 21%	1 14%	2 13%	2 6%	4 14%	3 21%	3 13%	-	5 16%	1 5%	-	-	-	1 35%	2 10%	2 20%	4 8%	3 14%	1 7%	1 7%	1 15%
MEAN	5.9	6.0	5.2	6.4	5.3	6.2	5.7	6.0	5.1	5.2	6.9	5.4	5.9	7.4	6.0	5.6	6.8	6.0	5.5	6.0	5.0	5.7	7.2	6.7

Table 41-2

QUESTION X4B:
When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Continuous Improvement Program

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE-OEM Q.X3	60 100%	17 29%	30 50%	47 79%	12 21%	7 11%	21 35%	27 46%	6 11%	32 54%	21 35%	13 22%	22 36%	23 39%	8 13%	25 42%	25 42%	16 27%	14 23%	30 50%	9 15%	49 82%	5 8%	5 8%
10	7 12%	3 20%	3 10%	6 13%	1 5%	- -	1 5%	4 14%	- -	4 11%	3 16%	3 22%	1 3%	2 9%	1 19%	1 3%	4 15%	2 14%	1 5%	4 13%	1 12%	6 11%	- -	1 31%
8-10	16 26%	5 32%	8 28%	14 30%	2 13%	- -	2 9%	12 43%	- -	8 24%	8 38%	5 40%	4 19%	5 21%	3 34%	3 13%	8 31%	5 31%	4 31%	6 21%	1 12%	11 23%	1 30%	3 64%
5-7	31 52%	9 51%	15 49%	23 49%	8 63%	3 51%	16 76%	10 37%	4 69%	16 51%	10 49%	6 45%	12 57%	13 55%	4 51%	14 55%	14 54%	8 51%	6 44%	17 56%	6 71%	25 50%	3 70%	2 36%
1-4	13 22%	3 17%	7 23%	10 21%	3 24%	3 49%	3 15%	5 20%	2 31%	8 25%	3 14%	2 15%	5 24%	6 24%	1 16%	8 32%	4 15%	3 17%	3 24%	7 23%	2 18%	13 26%	- -	- -
9	2 3%	1 5%	1 4%	2 4%	- -	- -	- -	2 8%	- -	1 3%	1 5%	- -	1 5%	1 4%	- -	1 4%	1 4%	1 6%	- -	1 4%	- -	2 4%	- -	- -
8	7 11%	1 7%	4 15%	6 12%	1 8%	- -	1 4%	6 21%	- -	3 10%	3 16%	2 17%	2 11%	2 8%	1 15%	1 6%	3 12%	2 11%	4 27%	1 4%	- -	4 8%	1 30%	1 32%
7	10 17%	2 10%	6 20%	8 16%	2 20%	- -	8 36%	3 10%	- -	4 13%	6 28%	2 13%	6 28%	2 10%	1 15%	5 20%	4 16%	2 14%	2 16%	6 19%	2 18%	5 11%	2 35%	2 36%
6	7 12%	2 12%	3 10%	5 10%	2 16%	1 13%	3 15%	3 11%	1 13%	5 16%	1 5%	2 13%	2 10%	3 13%	1 12%	3 13%	3 12%	2 12%	2 15%	3 10%	1 11%	7 14%	- -	- -
5	14 24%	5 29%	6 19%	11 23%	3 27%	2 38%	5 25%	4 17%	4 56%	7 23%	3 15%	3 19%	4 19%	7 32%	2 24%	6 23%	7 26%	4 25%	2 13%	8 28%	4 42%	12 25%	2 35%	- -
4	2 3%	- -	2 5%	2 3%	- -	- -	1 4%	1 3%	- -	2 5%	- -	- -	1 4%	1 3%	- -	2 6%	- -	1 5%	1 6%	- -	- -	2 3%	- -	- -
3	3 5%	1 5%	2 5%	2 5%	1 7%	- -	2 8%	2 6%	- -	2 7%	1 4%	- -	2 11%	1 3%	- -	2 9%	1 3%	- -	2 11%	2 5%	1 9%	3 6%	- -	- -
2	2 3%	1 6%	1 3%	2 4%	- -	- -	- -	1 4%	- -	2 6%	- -	- -	- -	2 9%	- -	2 8%	- -	1 6%	- -	1 3%	- -	2 4%	- -	- -
1	6 10%	1 7%	3 10%	4 9%	2 17%	3 49%	1 4%	2 8%	2 31%	2 7%	2 10%	2 15%	2 10%	2 8%	1 16%	2 9%	3 11%	1 6%	1 7%	4 14%	1 9%	6 13%	- -	- -
MEAN	5.9	6.2	5.9	6.0	5.2	3.2	5.9	6.4	3.9	5.7	6.7	6.4	5.7	5.5	6.2	5.2	6.2	6.2	5.9	5.6	5.5	5.5	6.6	8.3

Table 41-3

QUESTION X4B:
When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Continuous Improvement Program

BANNER 3

	GENDER		AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPITL TO INVEST	NO	TOT YES
BASE=OEM Q.X3	60 100%	46 77%	14 23%	15 25%	15 24%	18 30%	9 14%	13 22%	16 27%	13 22%	23 38%	18 31%	12 20%	8 14%	10 17%	4 7%	9 15%	2 4%	44 74%	15 25%
10 --	7 12%	4 8%	3 24%	2 10%	1 10%	1 6%	2 27%	1 6%	1 4%	3 20%	1 3%	1 7%	2 19%	- -	2 22%	- -	1 7%	1 52%	6 13%	1 8%
8-10 ----	16 26%	10 22%	5 39%	5 36%	3 23%	3 17%	3 38%	4 32%	3 20%	3 26%	6 28%	5 28%	3 17%	1 22%	2 67%	3 20%	2 52%	1 52%	13 31%	2 14%
5-7 ---	31 52%	25 56%	6 41%	7 49%	10 67%	7 38%	5 62%	6 42%	10 64%	5 39%	12 52%	9 52%	6 50%	5 62%	5 45%	1 14%	5 58%	1 48%	22 50%	9 62%
1-4 ---	13 22%	10 22%	3 20%	2 14%	2 10%	8 45%	- -	4 26%	3 16%	4 35%	5 20%	4 20%	3 23%	2 21%	3 33%	1 19%	2 22%	- -	9 20%	3 23%
9	2 3%	- -	2 15%	1 6%	1 8%	- -	- -	1 8%	- -	- -	1 4%	2 11%	- -	- -	- -	1 29%	- -	- -	1 3%	1 6%
8	7 11%	7 14%	- -	3 20%	1 5%	2 11%	1 11%	2 17%	3 16%	1 6%	5 21%	2 10%	1 8%	1 17%	- -	1 38%	1 13%	- -	7 15%	- -
7	10 17%	7 15%	3 23%	2 15%	3 19%	3 15%	2 28%	4 28%	3 20%	1 4%	4 17%	5 28%	2 14%	1 13%	- -	1 14%	2 19%	- -	7 17%	3 19%
6	7 12%	6 13%	1 7%	1 6%	5 34%	- -	1 13%	1 6%	2 13%	1 9%	1 4%	1 6%	2 17%	4 48%	2 18%	- -	1 10%	- -	5 11%	2 14%
5	14 24%	12 27%	2 11%	4 29%	2 14%	4 23%	2 21%	1 7%	5 31%	3 26%	7 30%	3 18%	2 19%	- -	3 28%	- -	3 30%	1 48%	10 22%	4 30%
4	2 3%	2 3%	- -	- -	1 5%	1 4%	- -	1 6%	- -	1 6%	1 3%	- -	1 7%	- -	2 15%	- -	- -	- -	- -	2 10%
3	3 5%	3 7%	- -	- -	1 5%	2 13%	- -	1 6%	1 5%	2 12%	2 7%	1 4%	1 7%	1 9%	1 8%	1 19%	1 9%	- -	2 4%	1 5%
2	2 3%	2 4%	- -	1 7%	- -	1 6%	- -	1 8%	- -	1 8%	1 4%	1 6%	- -	1 12%	- -	- -	- -	- -	2 5%	- -
1	6 10%	3 7%	3 20%	1 8%	- -	4 22%	- -	1 7%	2 11%	1 9%	1 5%	2 10%	1 9%	- -	1 10%	- -	1 13%	- -	5 11%	1 8%
MEAN	5.9	5.7	6.5	6.2	6.5	4.6	7.4	6.1	5.6	5.5	5.8	6.1	6.1	5.7	5.6	7.2	5.5	7.6	6.0	5.6

Table 41-4
 QUESTION X4B:
 When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Continuous Improvement Program

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS						
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=OEM Q.X3	60 100%	23 39%	17 29%	5 9%	16 27%	11 19%	7 12%	5 9%	39 66%	10 16%	8 14%	3 4%	17 29%	24 41%	18 30%	17 28%	10 21%	25 53%	9 19%	26 56%	28 47%
10	7 12%	1 6%	2 9%	- -	3 18%	1 10%	2 26%	1 27%	5 12%	- -	1 10%	1 56%	3 15%	3 13%	1 6%	2 14%	1 9%	5 21%	2 22%	5 21%	1 4%
8-10	16 26%	6 26%	5 27%	- -	5 30%	3 23%	2 26%	1 27%	9 22%	5 50%	1 10%	1 56%	4 21%	7 29%	5 27%	6 34%	3 27%	12 47%	2 22%	12 44%	6 20%
5-7	31 52%	13 54%	9 53%	4 69%	8 52%	6 56%	3 48%	3 60%	19 49%	5 50%	6 71%	1 44%	10 58%	14 55%	8 42%	9 57%	5 55%	2 7%	5 56%	12 46%	16 57%
1-4	13 22%	5 20%	3 20%	2 31%	3 19%	2 21%	2 26%	1 14%	11 29%	- -	2 19%	- -	4 21%	4 15%	6 31%	2 10%	2 18%	12 47%	2 22%	2 9%	6 23%
9	2 3%	2 9%	2 12%	- -	- -	- -	- -	- -	1 3%	1 10%	- -	- -	- -	1 4%	1 6%	1 6%	1 9%	- -	- -	2 7%	1 4%
8	7 11%	3 12%	1 6%	- -	2 12%	1 13%	- -	- -	3 7%	4 40%	- -	- -	1 6%	3 12%	3 14%	2 14%	1 9%	6 26%	- -	4 16%	3 12%
7	10 17%	5 20%	- -	2 31%	6 36%	3 28%	1 11%	- -	8 20%	2 17%	1 9%	- -	4 21%	3 11%	4 21%	1 5%	3 27%	- -	1 11%	4 16%	6 21%
6	7 12%	1 5%	3 18%	2 38%	- -	- -	- -	- -	3 8%	1 9%	2 23%	1 44%	2 13%	4 15%	1 5%	4 24%	1 9%	- -	1 11%	2 7%	2 8%
5	14 24%	7 30%	6 35%	- -	3 16%	3 28%	3 36%	3 60%	9 22%	2 25%	3 38%	- -	4 24%	7 29%	3 16%	5 28%	2 18%	2 7%	3 33%	6 23%	8 28%
4	2 3%	- -	1 5%	1 15%	- -	- -	- -	- -	1 2%	- -	1 9%	- -	1 4%	- -	1 4%	1 5%	2 18%	4 17%	- -	- -	- -
3	3 5%	2 7%	1 5%	1 16%	1 5%	2 21%	1 12%	1 14%	3 8%	- -	- -	- -	1 5%	1 3%	2 9%	- -	- -	4 17%	1 11%	2 7%	2 8%
2	2 3%	1 4%	1 6%	- -	1 6%	- -	1 15%	- -	2 5%	- -	- -	- -	1 6%	- -	1 6%	- -	- -	- -	- -	- -	2 7%
1	6 10%	2 9%	1 5%	- -	1 7%	- -	- -	- -	5 14%	- -	1 10%	- -	1 6%	3 12%	2 12%	1 5%	- -	3 12%	1 11%	1 2%	2 7%
MEAN	5.9	5.8	5.8	5.5	6.4	6.1	5.8	6.1	5.5	7.0	5.4	8.2	5.9	6.0	5.6	6.4	6.5	5.8	5.8	7.0	5.6

Table 41-5

QUESTION X4B:
When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Continuous Improvement Program

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
	BASE=OEM Q.X3	60 100%	29 49%	30 51%	26 43%	22 36%	20 33%	18 30%	18 29%	22 37%	33 55%	27 45%	30 50%	28 46%	31 52%	18 31%	35 59%	15 25%	21 36%
10	7 12%	2 7%	3 9%	3 11%	1 3%	2 12%	1 4%	1 8%	1 6%	4 11%	3 10%	4 12%	3 11%	4 13%	3 14%	3 9%	1 9%	2 11%	3 14%
8-10	16 26%	7 26%	5 16%	7 26%	5 23%	8 43%	3 15%	4 24%	6 25%	7 20%	5 18%	8 29%	6 22%	8 27%	6 32%	7 20%	4 24%	5 25%	7 28%
5-7	31 52%	15 52%	21 70%	15 57%	12 55%	10 49%	14 75%	11 61%	14 62%	17 50%	18 66%	13 43%	16 57%	15 50%	10 54%	18 51%	11 76%	10 49%	9 40%
1-4	13 22%	6 22%	4 15%	4 17%	5 22%	2 8%	2 9%	3 15%	3 13%	10 30%	4 16%	8 29%	6 21%	7 23%	3 14%	10 29%	-	6 26%	7 32%
9	2 3%	2 7%	1 3%	2 8%	1 4%	1 5%	1 5%	1 5%	-	2 6%	-	2 7%	1 3%	-	-	2 6%	-	2 10%	-
8	7 11%	3 11%	1 4%	2 7%	3 15%	5 26%	1 6%	2 11%	4 19%	1 3%	2 8%	3 10%	2 8%	4 14%	3 17%	2 5%	2 15%	1 5%	3 15%
7	10 17%	5 19%	7 23%	7 28%	4 17%	2 12%	6 36%	5 31%	6 26%	4 13%	7 27%	3 10%	7 25%	3 11%	3 14%	4 12%	6 38%	3 14%	1 6%
6	7 12%	4 13%	5 17%	3 11%	2 10%	3 15%	2 10%	2 11%	1 4%	6 18%	3 11%	4 13%	-	7 23%	-	7 20%	-	3 14%	4 17%
5	14 24%	6 21%	9 29%	5 18%	6 27%	4 22%	5 29%	3 19%	7 31%	6 19%	7 27%	6 20%	9 32%	5 17%	7 40%	7 19%	6 38%	5 21%	4 16%
4	2 3%	1 3%	1 3%	1 3%	-	-	-	1 4%	-	2 5%	2 6%	-	1 3%	1 3%	1 4%	1 2%	-	-	2 7%
3	3 5%	2 8%	2 5%	2 6%	1 3%	2 8%	1 5%	1 5%	1 3%	2 7%	1 3%	2 8%	1 3%	2 8%	1 4%	2 7%	-	2 7%	2 7%
2	2 3%	1 3%	2 7%	1 4%	1 5%	-	-	-	-	2 6%	1 4%	1 3%	2 7%	-	1 5%	1 3%	-	1 5%	1 4%
1	6 10%	2 8%	-	1 4%	3 14%	-	1 5%	1 6%	2 10%	4 12%	1 4%	5 17%	2 8%	4 13%	-	6 17%	-	3 14%	3 14%
MEAN	5.9	5.9	6.0	6.3	5.5	6.8	6.1	6.3	6.0	5.5	6.0	5.5	5.8	5.8	6.2	5.3	6.7	5.6	5.5

Table 41-6

QUESTION X4B:
 When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Continuous Improvement Program

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=OEM Q.X3	70 100%	10 100%	11 100%	13 100%	9 100%	12 100%	14 100%
10 --	13 19%	1 9%	-	5 38%	2 22%	2 20%	3 22%
8-10 ----	28 40%	3 27%	1 12%	10 76%	2 22%	7 55%	5 35%
5-7 ---	24 35%	5 55%	-	2 12%	5 56%	4 30%	8 61%
1-4 ---	18 26%	2 18%	10 88%	2 12%	2 22%	2 15%	1 4%
9	3 4%	1 9%	-	-	-	2 15%	-
8	12 17%	1 9%	1 12%	5 38%	-	2 20%	2 13%
7	8 11%	3 27%	-	-	1 11%	2 15%	2 17%
6	4 5%	1 9%	-	-	1 11%	1 10%	1 4%
5	12 18%	2 18%	-	2 12%	3 33%	1 5%	5 39%
4	6 9%	2 18%	4 38%	-	-	-	-
3	7 10%	-	4 38%	-	1 11%	2 15%	-
1	5 7%	-	1 12%	2 12%	1 11%	-	1 4%
MEAN	6.3	6.5	3.7	7.5	5.8	7.3	6.7

Table 42-1

QUESTION X4C:
When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Automation Plans

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC-ISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=OEM Q.X3	60 100%	20 33%	11 18%	5 8%	8 13%	17 29%	30 51%	29 49%	16 26%	23 39%	16 27%	33 55%	16 27%	9 15%	6 10%	8 13%	3 5%	20 34%	11 18%	48 80%	23 39%	17 28%	14 23%	6 9%
10	4 7%	3 17%	-	-	-	1 4%	3 11%	1 2%	1 4%	1 5%	1 7%	3 10%	1 4%	-	-	-	1 24%	2 11%	1 6%	3 7%	2 10%	-	2 13%	-
8-10	9 15%	3 17%	1 6%	1 31%	-	4 22%	4 13%	5 18%	1 4%	2 8%	5 34%	4 13%	2 14%	3 31%	-	-	1 24%	4 22%	3 27%	6 13%	3 13%	2 12%	3 19%	1 25%
5-7	21 34%	3 16%	4 37%	1 20%	4 48%	9 52%	7 23%	14 46%	6 37%	9 39%	4 24%	12 37%	7 44%	1 16%	2 34%	2 25%	1 41%	9 42%	4 36%	17 35%	9 38%	4 23%	5 33%	3 60%
1-4	29 49%	13 67%	6 57%	1 28%	4 52%	4 26%	19 63%	10 33%	9 59%	11 49%	7 42%	16 48%	7 42%	5 53%	4 66%	6 75%	1 35%	7 36%	4 38%	24 50%	11 49%	11 65%	6 41%	1 15%
9	1 2%	-	1 6%	-	-	1 5%	1 2%	1 3%	-	-	1 9%	-	1 9%	-	-	-	-	-	-	1 3%	-	1 4%	1 6%	-
8	4 6%	-	-	1 31%	-	2 13%	-	4 12%	-	1 3%	3 18%	1 2%	-	3 31%	-	-	-	2 11%	2 20%	1 3%	1 3%	1 8%	-	1 25%
7	3 4%	-	-	-	1 10%	2 11%	-	3 9%	1 6%	1 4%	1 5%	1 3%	2 10%	-	1 17%	1 10%	-	-	-	3 6%	2 8%	1 5%	-	-
6	1 2%	-	-	1 20%	-	-	-	1 3%	-	1 4%	-	-	1 6%	-	-	-	-	1 5%	1 9%	-	-	-	-	1 17%
5	17 28%	3 16%	4 37%	-	3 38%	7 41%	7 23%	10 34%	5 30%	7 31%	3 19%	11 34%	4 28%	1 16%	1 17%	1 15%	1 41%	8 38%	3 27%	14 29%	7 30%	3 18%	5 33%	2 43%
4	2 3%	-	-	-	-	2 9%	-	2 5%	-	2 7%	-	1 3%	1 4%	-	-	2 20%	-	-	-	2 3%	1 4%	1 3%	-	-
3	4 7%	2 12%	-	-	1 10%	1 5%	2 8%	2 5%	2 10%	2 10%	-	1 2%	2 10%	2 18%	-	2 31%	-	1 4%	-	4 8%	2 7%	-	2 17%	-
2	8 13%	3 16%	4 33%	1 28%	-	-	7 22%	1 4%	2 15%	3 12%	3 17%	6 20%	1 9%	-	1 22%	2 24%	-	2 10%	1 8%	6 12%	1 5%	4 25%	3 19%	-
1	16 26%	8 39%	2 23%	-	3 42%	2 13%	10 34%	5 18%	5 34%	4 19%	4 25%	8 23%	3 20%	3 35%	3 45%	-	1 35%	5 22%	3 30%	12 26%	8 33%	6 37%	1 5%	1 15%
DON'T KNOW/REFUSED	1 2%	-	-	1 21%	-	-	-	1 3%	-	1 4%	-	1 3%	-	-	-	-	-	-	-	1 2%	-	-	1 7%	-
MEAN	4.1	3.6	3.3	5.4	3.3	5.3	3.5	4.8	3.3	4.0	4.8	4.0	4.6	4.2	2.9	3.7	4.8	4.7	4.6	4.1	4.1	3.2	4.8	5.3

Table 42-2

QUESTION X4C:
When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Automation Plans

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=OEM Q.X3	60 100%	17 29%	30 50%	47 79%	12 21%	7 11%	21 35%	27 46%	6 11%	32 54%	21 35%	13 22%	22 36%	23 39%	8 13%	25 42%	25 42%	16 27%	14 23%	30 50%	9 15%	49 82%	5 8%	5 8%
10	4 7%	2 13%	2 6%	4 9%	-	-	2 11%	2 7%	-	2 6%	2 11%	2 14%	1 5%	1 5%	1 15%	-	3 12%	1 7%	-	3 10%	-	4 8%	-	-
8-10	9 15%	5 26%	4 13%	9 18%	1 5%	-	2 11%	6 22%	-	5 14%	5 21%	4 31%	4 18%	1 5%	3 34%	3 11%	4 15%	1 7%	3 20%	5 17%	-	6 13%	1 30%	1 31%
5-7	21 34%	5 31%	11 35%	16 34%	5 37%	3 51%	5 25%	9 33%	4 69%	11 35%	5 23%	5 41%	6 27%	8 35%	2 24%	6 26%	10 41%	5 34%	6 47%	9 29%	4 42%	19 39%	-	1 32%
1-4	29 49%	7 42%	14 48%	22 46%	7 58%	2 34%	13 64%	12 45%	2 31%	16 50%	11 51%	3 21%	12 55%	14 61%	3 42%	16 63%	10 40%	8 53%	5 33%	16 54%	5 58%	22 46%	3 70%	2 36%
9	1 2%	1 5%	-	1 2%	1 5%	-	-	1 2%	-	1 2%	1 4%	1 6%	1 3%	-	-	1 3%	1 3%	-	1 5%	1 3%	-	1 3%	-	-
8	4 6%	1 8%	2 7%	4 8%	-	-	-	4 13%	-	2 7%	1 7%	1 11%	2 10%	-	1 19%	2 9%	-	-	2 16%	1 5%	-	1 2%	1 30%	1 31%
7	3 4%	-	3 9%	3 6%	-	1 13%	1 4%	-	1 13%	2 6%	-	1 6%	1 5%	1 3%	-	1 4%	2 7%	-	1 6%	2 6%	-	3 5%	-	-
6	1 2%	1 5%	-	1 2%	-	-	-	1 3%	-	1 3%	-	-	-	1 4%	-	-	1 4%	1 6%	-	-	-	1 2%	-	-
5	17 28%	4 26%	8 26%	12 26%	5 37%	2 38%	5 22%	8 29%	4 56%	9 27%	5 23%	5 35%	5 22%	6 27%	2 24%	5 21%	8 31%	4 28%	6 41%	7 23%	4 42%	16 32%	-	1 32%
4	2 3%	-	1 3%	1 2%	1 5%	-	-	2 6%	-	2 5%	-	-	1 3%	1 4%	-	1 2%	1 4%	-	-	2 5%	1 11%	2 3%	-	-
3	4 7%	-	3 11%	3 7%	1 7%	-	3 15%	1 3%	-	2 7%	2 8%	-	3 15%	1 3%	-	2 9%	2 7%	2 15%	1 6%	1 3%	-	2 5%	2 35%	-
2	8 13%	4 26%	3 11%	8 17%	-	-	3 14%	4 14%	-	5 14%	3 15%	1 7%	2 9%	5 22%	2 27%	4 16%	2 8%	3 16%	1 8%	4 14%	1 9%	8 16%	-	-
1	16 26%	3 16%	7 23%	10 20%	6 47%	2 34%	7 35%	6 22%	2 31%	8 24%	6 28%	2 14%	6 29%	7 31%	1 16%	9 36%	5 22%	3 22%	3 19%	10 32%	4 38%	11 22%	2 35%	2 36%
DON'T KNOW/REFUSED	1 2%	-	1 3%	1 2%	-	1 15%	-	-	-	-	1 5%	1 7%	-	-	-	-	1 4%	1 6%	-	-	-	1 2%	-	-
MEAN	4.1	4.7	4.2	4.4	3.1	3.7	3.5	4.4	4.0	4.1	4.1	5.7	4.0	3.3	4.9	3.3	4.6	3.7	4.7	4.1	3.1	4.2	3.8	4.5

Table 42-3

QUESTION X4C:
When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Automation Plans

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=OEM Q.X3	60 100%	46 77%	14 23%	15 25%	15 24%	18 30%	9 14%	13 22%	16 27%	13 22%	23 38%	18 31%	12 20%	8 14%	10 17%	4 7%	9 15%	2 4%	44 74%	15 25%
10	4 7%	3 7%	1 5%	1 5%	2 15%	-	1 13%	-	-	1 9%	1 3%	1 4%	1 10%	1 13%	-	-	-	-	3 7%	1 8%
8-10	9 15%	7 15%	2 16%	3 20%	4 30%	-	1 13%	1 6%	2 13%	3 26%	3 13%	1 7%	3 29%	3 31%	1 8%	-	1 7%	-	7 17%	2 13%
5-7	21 34%	17 36%	4 29%	5 31%	6 39%	4 25%	6 68%	5 39%	5 29%	4 33%	8 37%	7 38%	3 30%	1 13%	5 47%	3 81%	2 17%	2 100%	17 38%	4 26%
1-4	29 49%	22 48%	7 49%	7 49%	4 30%	13 70%	2 19%	6 47%	9 58%	5 41%	11 51%	10 55%	5 41%	5 56%	4 36%	1 19%	7 76%	-	19 43%	9 61%
9	1 2%	-	1 11%	1 6%	-	-	-	1 6%	1 4%	-	-	1 3%	1 7%	-	-	-	1 7%	-	1 3%	-
8	4 6%	4 8%	-	1 10%	2 15%	-	-	-	1 9%	2 17%	2 10%	-	1 12%	1 17%	1 8%	-	-	-	3 6%	1 5%
7	3 4%	3 6%	-	-	2 13%	-	1 9%	1 6%	-	1 8%	1 4%	1 6%	2 14%	-	1 8%	-	-	-	3 6%	-
6	1 2%	-	1 7%	1 6%	-	-	-	-	-	-	1 4%	1 5%	-	-	-	-	-	-	-	1 6%
5	17 28%	14 30%	3 22%	4 24%	4 26%	4 25%	5 59%	4 33%	5 29%	3 25%	6 28%	5 27%	2 16%	1 13%	4 39%	3 81%	2 17%	2 100%	14 32%	3 20%
4	2 3%	1 1%	1 7%	-	1 7%	1 3%	-	-	1 3%	-	1 2%	-	1 5%	1 12%	1 10%	-	-	-	1 1%	1 7%
3	4 7%	2 5%	2 12%	2 11%	-	2 13%	-	2 12%	2 10%	1 6%	3 14%	2 13%	1 7%	-	1 8%	-	1 9%	-	2 5%	1 5%
2	8 13%	8 17%	-	2 13%	-	5 27%	-	2 17%	3 19%	1 8%	4 17%	2 13%	1 7%	2 23%	1 8%	-	3 35%	-	8 18%	-
1	16 26%	11 25%	4 30%	4 25%	3 24%	5 27%	2 19%	2 18%	4 26%	3 27%	4 17%	5 29%	3 23%	2 22%	1 10%	1 19%	3 31%	-	8 19%	7 49%
DON'T KNOW/REFUSED	1 2%	-	1 7%	-	-	1 5%	-	1 7%	-	-	-	-	-	-	1 10%	-	-	-	1 2%	-
MEAN	4.1	4.1	4.2	4.2	5.5	2.7	5.1	3.8	3.6	4.7	4.1	3.7	5.1	4.5	4.4	4.2	2.8	5.0	4.4	3.5

Table 42-4

QUESTION X4C:
When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Automation Plans

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF		COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT	INIT
BASE=OEM Q.X3	60 100%	23 39%	17 29%	5 9%	16 27%	11 19%	7 12%	5 9%	39 66%	10 16%	8 14%	3 4%	17 29%	24 41%	18 30%	17 28%	10 21%	25 53%	9 19%	26 56%	28 47%
10	4 7%	1 3%	2 11%	1 22%	-	1 10%	-	-	3 8%	-	-	1 44%	1 7%	2 7%	1 6%	1 7%	-	-	1 11%	2 7%	3 12%
8-10	9 15%	1 6%	3 16%	2 37%	1 4%	1 10%	1 9%	1 27%	4 11%	1 15%	1 10%	3 100%	3 15%	5 19%	2 11%	5 29%	2 18%	6 26%	1 11%	7 26%	3 12%
5-7	21 34%	9 39%	8 44%	1 16%	4 24%	5 44%	4 64%	2 39%	13 34%	5 51%	2 28%	-	6 37%	7 30%	7 39%	5 30%	4 36%	7 27%	4 44%	11 42%	7 25%
1-4	29 49%	12 51%	7 41%	2 47%	12 72%	5 46%	2 26%	2 35%	21 53%	3 34%	5 61%	-	8 48%	13 51%	8 45%	7 41%	4 45%	10 41%	4 44%	9 32%	18 63%
9	1 2%	1 3%	1 5%	-	1 4%	-	1 9%	-	1 2%	-	1 10%	-	1 9%	-	-	1 5%	1 9%	-	-	1 2%	-
8	4 6%	-	-	1 15%	-	-	-	1 27%	1 2%	1 15%	-	1 56%	-	3 12%	1 4%	3 17%	1 9%	6 26%	-	4 17%	-
7	3 4%	2 8%	-	1 16%	-	1 7%	2 26%	-	1 3%	1 9%	1 9%	-	1 4%	2 8%	-	2 10%	-	2 7%	1 11%	2 9%	-
6	1 2%	1 4%	1 5%	-	-	-	-	-	-	1 10%	-	-	-	1 4%	-	1 6%	1 9%	-	-	-	-
5	17 28%	6 28%	7 38%	-	4 24%	4 37%	3 39%	2 39%	12 31%	3 33%	2 19%	-	6 33%	4 18%	7 39%	2 15%	3 27%	5 21%	3 33%	8 32%	7 25%
4	2 3%	1 2%	1 3%	-	-	-	-	-	1 3%	-	1 7%	-	1 3%	1 4%	-	1 3%	1 9%	-	-	1 2%	-
3	4 7%	2 11%	1 5%	1 16%	2 10%	1 7%	1 12%	-	3 8%	-	1 9%	-	1 4%	2 7%	2 9%	1 5%	1 9%	-	1 11%	-	2 9%
2	8 13%	3 12%	4 22%	-	3 18%	2 19%	1 15%	1 21%	7 18%	-	1 10%	-	5 28%	1 4%	2 12%	1 5%	3 27%	4 17%	-	2 7%	5 18%
1	16 26%	6 26%	2 11%	2 31%	7 44%	2 21%	-	1 14%	9 24%	3 34%	3 35%	-	2 12%	9 37%	4 25%	5 27%	-	6 24%	3 33%	6 23%	10 36%
DON'T KNOW/REFUSED	1 2%	1 4%	-	-	-	-	-	-	1 3%	-	-	-	-	-	1 5%	-	-	1 6%	-	-	-
MEAN	4.1	3.8	4.6	5.3	2.7	4.1	5.2	4.6	3.8	4.4	3.6	8.9	4.3	4.1	3.9	4.9	4.6	4.4	4.2	5.0	3.4

Table 42-5

QUESTION X4C:

When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Automation Plans

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS-TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
	BASE=OEM Q.X3	60 100%	29 49%	30 51%	26 43%	22 36%	20 33%	18 30%	18 29%	22 37%	33 55%	27 45%	30 50%	28 46%	31 52%	18 31%	35 59%	15 25%	21 36%
10	4 7%	2 6%	3 10%	2 7%	2 8%	2 9%	2 10%	2 10%	1 5%	3 9%	2 8%	2 6%	2 7%	2 7%	3 16%	1 3%	1 7%	2 8%	1 5%
8-10	9 15%	5 19%	4 13%	3 10%	2 8%	4 20%	2 10%	2 14%	4 18%	4 13%	6 22%	2 8%	6 20%	4 12%	5 28%	4 11%	4 26%	2 11%	3 12%
5-7	21 34%	10 34%	8 28%	8 32%	9 42%	9 43%	5 25%	4 24%	7 32%	10 30%	8 30%	10 35%	7 27%	12 39%	6 31%	12 35%	5 30%	7 31%	9 40%
1-4	29 49%	14 48%	18 60%	14 54%	10 45%	7 37%	12 64%	11 62%	11 50%	18 54%	13 48%	16 54%	14 50%	15 49%	7 41%	18 51%	7 43%	11 53%	11 48%
9	1 2%	- -	1 3%	1 3%	- -	1 3%	- -	1 4%	- -	1 2%	- -	1 2%	1 3%	1 2%	1 5%	1 2%	- -	1 3%	1 4%
8	4 6%	4 12%	- -	- -	- -	1 7%	- -	- -	3 13%	1 2%	4 14%	- -	3 10%	1 3%	1 8%	2 6%	3 19%	- -	1 3%
7	3 4%	2 6%	1 3%	1 3%	1 5%	1 4%	1 4%	1 4%	2 8%	1 3%	3 10%	- -	2 6%	1 3%	1 6%	2 5%	2 12%	- -	1 4%
6	1 2%	1 3%	1 3%	1 4%	1 4%	1 5%	1 5%	1 5%	- -	1 3%	- -	1 3%	1 3%	- -	- -	1 3%	- -	1 4%	- -
5	17 28%	7 25%	7 22%	6 25%	7 33%	7 35%	3 16%	3 14%	5 24%	8 25%	5 20%	9 31%	5 17%	11 36%	5 25%	10 27%	3 19%	6 27%	8 37%
4	2 3%	1 3%	1 3%	2 6%	- -	- -	1 5%	- -	1 3%	1 3%	- -	2 5%	- -	2 5%	- -	2 4%	- -	1 5%	1 2%
3	4 7%	2 8%	3 11%	2 9%	2 8%	1 4%	2 9%	2 14%	2 11%	2 5%	3 12%	1 3%	2 6%	2 8%	2 8%	1 2%	2 11%	- -	2 10%
2	8 13%	6 20%	8 26%	6 22%	3 16%	3 14%	4 23%	5 27%	3 13%	5 15%	3 10%	5 17%	5 18%	3 9%	3 15%	5 14%	2 12%	4 19%	2 9%
1	16 26%	5 17%	6 20%	4 16%	5 22%	4 19%	5 27%	4 21%	5 24%	10 31%	7 26%	9 29%	7 25%	9 28%	3 17%	11 30%	3 21%	6 30%	6 26%
DON'T KNOW/REFUSED	1 2%	- -	- -	1 4%	1 5%	- -	- -	- -	- -	1 3%	- -	1 3%	1 4%	- -	- -	1 3%	- -	1 5%	- -
MEAN	4.1	4.4	3.9	4.0	4.0	4.7	3.6	3.9	4.2	3.8	4.4	3.6	4.2	4.0	5.0	3.8	4.8	3.7	4.0

Table 42-6

QUESTION X4C:
 When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Automation Plans

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=OEM Q.X3	70 100%	10 100%	11 100%	13 100%	9 100%	12 100%	14 100%
10	3 4%	-	-	-	1 11%	2 15%	-
8-10	16 23%	2 18%	1 12%	5 38%	1 11%	6 50%	1 4%
5-7	25 36%	4 36%	-	7 50%	4 44%	4 30%	7 52%
1-4	27 39%	4 45%	9 76%	2 12%	4 44%	2 20%	6 44%
9	1 2%	1 9%	-	-	-	-	1 4%
8	12 17%	1 9%	1 12%	5 38%	-	4 35%	-
7	5 7%	-	-	2 12%	1 11%	-	2 17%
6	1 1%	1 9%	-	-	-	-	-
5	19 28%	3 27%	-	5 38%	3 33%	4 30%	5 35%
4	1 2%	1 9%	-	-	-	1 5%	-
3	2 3%	1 9%	-	-	1 11%	-	-
2	9 13%	3 27%	4 38%	-	-	-	2 13%
1	15 22%	-	4 38%	2 12%	3 33%	2 15%	4 31%
DON'T KNOW/REFUSED	1 2%	-	1 12%	-	-	-	-
MEAN	4.6	4.6	2.4	5.9	4.2	6.2	3.9

Table 43-1
 QUESTION X4D:
 When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Financial Strength

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=OEM Q.X3	60 100%	20 33%	11 18%	5 8%	8 13%	17 29%	30 51%	29 49%	16 26%	23 39%	16 27%	33 55%	16 27%	9 15%	6 10%	8 13%	3 5%	20 34%	11 18%	48 80%	23 39%	17 28%	14 23%	6 9%
10	13 21%	3 14%	3 29%	1 31%	1 14%	4 26%	6 19%	7 23%	5 29%	3 11%	4 27%	9 27%	2 15%	1 15%	2 34%	-	2 65%	5 25%	4 36%	9 18%	5 23%	4 26%	3 21%	-
8-10	24 40%	7 35%	6 57%	3 59%	2 24%	7 38%	13 43%	11 38%	8 49%	5 23%	10 61%	15 46%	6 37%	3 31%	3 55%	3 35%	2 65%	10 47%	6 54%	18 38%	6 28%	8 50%	9 66%	-
5-7	30 51%	11 55%	4 34%	2 41%	5 62%	9 55%	14 47%	16 55%	5 30%	16 68%	6 39%	13 40%	9 57%	6 69%	3 45%	4 51%	1 35%	10 49%	5 46%	24 51%	13 58%	7 44%	5 34%	5 85%
1-4	5 9%	2 10%	1 10%	-	1 14%	1 7%	3 10%	2 8%	3 21%	2 8%	-	4 13%	1 5%	-	-	1 13%	-	1 4%	-	5 11%	3 14%	1 6%	-	1 15%
9	4 7%	2 10%	-	1 28%	1 10%	-	2 6%	2 7%	1 8%	1 5%	2 10%	2 7%	2 10%	-	1 22%	3 35%	-	-	-	4 8%	-	3 17%	1 8%	-
8	7 12%	2 11%	3 28%	-	-	2 13%	5 17%	2 7%	2 12%	4 24%	4 12%	2 13%	2 16%	1 16%	-	-	-	4 22%	2 18%	5 11%	1 5%	1 7%	5 36%	-
7	9 15%	-	2 20%	1 20%	3 38%	3 18%	2 7%	7 24%	-	8 33%	2 10%	4 12%	5 33%	-	-	2 30%	-	6 30%	2 18%	7 15%	4 17%	2 12%	1 10%	2 32%
6	9 16%	3 17%	1 7%	-	1 14%	4 25%	4 13%	5 18%	2 13%	3 11%	3 19%	3 9%	2 10%	3 33%	3 45%	-	-	1 4%	-	9 20%	5 20%	3 16%	-	2 39%
5	12 20%	7 38%	1 7%	1 21%	1 10%	2 12%	8 27%	4 13%	3 17%	6 25%	2 10%	6 19%	2 15%	3 35%	-	2 21%	1 35%	3 15%	3 27%	8 16%	5 21%	3 16%	3 24%	1 15%
4	1 2%	-	1 10%	-	-	-	1 3%	-	1 6%	-	-	1 3%	-	-	-	1 13%	-	-	-	1 2%	-	1 6%	-	-
2	1 1%	1 4%	-	-	-	-	1 3%	-	-	1 4%	-	-	1 5%	-	-	-	-	1 4%	-	1 2%	-	-	-	1 15%
1	3 6%	1 6%	-	-	1 14%	1 7%	1 4%	2 8%	2 14%	1 5%	-	3 10%	-	-	-	-	-	-	-	3 7%	3 14%	-	-	-
MEAN	6.9	6.3	7.6	8.1	6.4	7.0	6.7	7.0	6.6	6.4	7.9	6.9	7.1	6.6	8.0	6.9	8.2	7.4	7.7	6.7	6.3	7.5	7.7	5.6

Table 43-2

QUESTION X4D:
When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Financial Strength

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	3/3	UNDER 50	51- 100	101+
					NOT CONF																			
BASE=OEM Q.X3	60	17	30	47	12	7	21	27	6	32	21	13	22	23	8	25	25	16	14	30	9	49	5	5
	100%	29%	50%	79%	21%	11%	35%	46%	11%	54%	35%	22%	36%	39%	13%	42%	42%	27%	23%	50%	15%	82%	8%	8%
10	13	4	6	10	3	1	3	7	2	10	1	4	4	3	2	5	4	3	4	6	2	11	1	-
--	21%	25%	18%	21%	23%	15%	12%	25%	27%	31%	4%	33%	19%	13%	28%	20%	17%	19%	28%	20%	23%	23%	30%	-
8-10	24	8	13	21	3	1	8	12	2	14	8	8	8	7	4	10	9	5	8	11	3	21	1	1
----	40%	46%	42%	44%	28%	15%	38%	44%	27%	44%	38%	61%	38%	28%	55%	39%	36%	29%	61%	37%	32%	43%	30%	32%
5-7	30	7	14	21	9	3	11	14	3	17	11	4	12	14	2	14	13	11	5	14	5	22	3	3
---	51%	40%	48%	45%	72%	51%	52%	52%	42%	52%	51%	31%	57%	59%	30%	57%	52%	71%	39%	46%	60%	46%	70%	68%
1-4	5	2	3	5	-	2	2	1	2	1	2	1	1	3	1	1	3	-	-	5	1	5	-	-
---	9%	13%	10%	11%	-	34%	9%	4%	31%	3%	10%	8%	5%	13%	16%	4%	12%	-	-	17%	9%	11%	-	-
9	4	1	3	4	-	-	3	1	-	1	3	-	2	2	-	2	2	-	1	3	1	4	-	-
	7%	5%	11%	8%	-	-	14%	4%	-	2%	15%	-	11%	7%	-	10%	6%	-	6%	11%	9%	8%	-	-
8	7	3	4	7	1	-	3	4	-	3	4	4	2	2	2	2	3	2	4	2	-	6	-	1
	12%	17%	13%	14%	5%	-	12%	15%	-	11%	19%	28%	8%	8%	27%	9%	12%	10%	27%	7%	-	12%	-	32%
7	9	3	4	7	2	2	3	5	2	6	2	-	3	6	-	5	4	5	1	3	3	9	-	-
	15%	18%	12%	14%	20%	23%	12%	18%	29%	18%	8%	-	13%	27%	-	18%	18%	31%	6%	11%	30%	19%	-	-
6	9	1	5	6	3	1	3	4	1	5	3	2	3	4	1	4	4	-	2	8	3	5	-	3
	16%	8%	15%	13%	27%	13%	16%	15%	13%	17%	14%	17%	16%	16%	19%	17%	14%	-	12%	25%	29%	10%	-	68%
5	12	2	6	9	3	1	5	5	-	6	6	2	6	4	1	5	5	6	3	3	-	9	3	-
	20%	14%	21%	19%	25%	15%	25%	18%	-	18%	29%	14%	29%	17%	11%	21%	19%	40%	21%	9%	-	18%	70%	-
4	1	-	1	1	-	-	-	1	-	1	-	-	-	1	-	1	-	-	-	1	-	1	-	-
	2%	-	3%	2%	-	-	-	4%	-	3%	-	-	-	4%	-	4%	-	-	-	3%	-	2%	-	-
2	1	-	1	1	-	-	1	-	1	-	-	-	-	1	-	-	1	-	-	1	1	1	-	-
	1%	-	3%	2%	-	-	4%	-	13%	-	-	-	-	3%	-	-	3%	-	-	3%	9%	2%	-	-
1	3	2	1	3	-	2	1	-	1	-	2	1	1	1	1	-	2	-	-	3	-	3	-	-
	6%	13%	4%	7%	-	34%	5%	-	18%	-	10%	8%	5%	5%	16%	-	9%	-	-	11%	-	7%	-	-
MEAN	6.9	6.8	6.9	6.9	7.0	5.0	6.6	7.4	6.0	7.5	6.3	7.4	6.8	6.5	6.8	7.2	6.6	6.9	7.7	6.5	7.1	7.0	6.5	6.6

Table 43-3
 QUESTION X4D:
 When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Financial Strength

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPITL TO INVEST	NO	TOT YES
BASE=OEM Q.X3	60 100%	46 77%	14 23%	15 25%	15 24%	18 30%	9 14%	13 22%	16 27%	13 22%	23 38%	18 31%	12 20%	8 14%	10 17%	4 7%	9 15%	2 4%	44 74%	15 25%
10	13 21%	11 24%	2 13%	5 33%	3 20%	3 15%	2 25%	3 21%	2 14%	3 21%	7 30%	2 13%	- -	3 31%	4 39%	- -	1 9%	1 52%	8 18%	4 28%
8-10	24 40%	20 43%	4 32%	9 59%	5 33%	6 33%	4 48%	8 56%	6 36%	4 32%	10 45%	7 37%	2 21%	5 54%	5 47%	3 81%	3 39%	1 52%	19 44%	4 28%
5-7	30 51%	22 47%	9 62%	6 41%	9 60%	9 51%	5 52%	6 44%	10 59%	7 52%	13 55%	10 53%	7 60%	3 33%	5 53%	1 19%	5 61%	1 48%	21 47%	10 65%
1-4	5 9%	4 10%	1 6%	- -	1 8%	3 17%	- -	- -	1 5%	2 17%	- -	2 10%	2 19%	1 12%	- -	- -	- -	- -	4 9%	1 8%
9	4 7%	3 6%	1 8%	- -	1 8%	2 12%	1 9%	2 18%	1 5%	- -	- -	2 13%	2 14%	- -	1 8%	1 29%	- -	- -	4 9%	- -
8	7 12%	6 13%	1 11%	4 25%	1 5%	1 6%	1 13%	2 17%	3 18%	1 10%	3 15%	2 11%	1 7%	2 24%	- -	2 52%	3 30%	- -	7 17%	- -
7	9 15%	6 14%	3 19%	1 6%	2 14%	5 26%	1 9%	2 12%	3 19%	- -	3 14%	3 15%	2 19%	2 25%	3 28%	- -	1 8%	- -	5 12%	4 25%
6	9 16%	8 17%	2 12%	- -	6 40%	2 10%	2 19%	2 19%	3 16%	3 25%	5 21%	3 19%	2 19%	- -	2 16%	- -	2 19%	1 48%	6 13%	3 23%
5	12 20%	7 16%	4 32%	5 35%	1 5%	3 15%	2 24%	2 13%	4 23%	3 27%	5 21%	4 20%	3 22%	1 9%	1 10%	1 19%	3 34%	- -	10 22%	2 16%
4	1 2%	1 2%	- -	- -	- -	1 6%	- -	- -	- -	1 8%	- -	1 6%	- -	1 12%	- -	- -	- -	- -	1 2%	- -
2	1 1%	- -	1 6%	- -	- -	1 5%	- -	- -	1 5%	- -	- -	1 4%	- -	- -	- -	- -	- -	- -	1 2%	- -
1	3 6%	3 7%	- -	- -	1 8%	1 6%	- -	- -	- -	1 9%	- -	- -	2 19%	- -	- -	- -	- -	- -	2 5%	1 8%
MEAN	6.9	7.0	6.6	7.5	6.8	6.6	7.4	7.7	6.8	6.2	7.4	6.8	5.6	7.6	8.0	7.7	6.7	8.1	6.9	6.8

Table 43-4

QUESTION X4D:
 When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Financial Strength

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT	NONE
BASE=OEM Q.X3	60 100%	23 39%	17 29%	5 9%	16 27%	11 19%	7 12%	5 9%	39 66%	10 16%	8 14%	3 4%	17 29%	24 41%	18 30%	17 28%	10 21%	25 53%	9 19%	26 56%	28 47%
10	13 21%	5 22%	5 26%	2 31%	3 19%	2 20%	3 43%	1 19%	10 26%	1 15%	1 12%	-	2 13%	6 24%	5 26%	2 15%	2 18%	1 6%	2 22%	5 19%	6 21%
8-10	24 40%	10 41%	9 54%	2 31%	6 35%	7 59%	4 64%	1 19%	18 45%	3 30%	4 42%	-	8 44%	8 31%	9 49%	5 30%	6 64%	11 43%	3 33%	11 42%	11 41%
5-7	30 51%	13 55%	6 35%	2 48%	8 52%	5 41%	3 36%	4 81%	18 46%	7 70%	4 48%	1 56%	7 43%	15 61%	8 44%	10 59%	4 36%	5 19%	5 56%	13 49%	14 49%
1-4	5 9%	1 4%	2 11%	1 22%	2 13%	-	-	-	3 8%	-	1 10%	1 44%	2 12%	2 8%	1 7%	2 12%	-	9 38%	1 11%	2 9%	3 11%
9	4 7%	2 8%	2 11%	-	1 5%	3 25%	1 11%	-	3 8%	-	1 9%	-	3 17%	-	1 6%	1 5%	1 9%	-	1 11%	-	2 7%
8	7 12%	3 11%	3 17%	-	2 11%	1 13%	1 9%	-	4 11%	1 15%	2 21%	-	3 15%	2 7%	3 18%	2 10%	4 36%	9 38%	-	6 23%	4 13%
7	9 15%	5 20%	2 13%	-	3 16%	-	2 22%	1 20%	4 11%	2 17%	3 38%	-	4 21%	6 23%	-	5 29%	4 36%	-	3 33%	7 26%	1 5%
6	9 16%	4 16%	1 4%	2 48%	3 20%	1 6%	1 15%	1 27%	5 14%	2 26%	-	1 56%	1 4%	4 18%	4 24%	2 14%	-	2 7%	1 11%	2 7%	4 14%
5	12 20%	4 19%	3 17%	-	2 15%	4 35%	-	2 35%	9 22%	3 27%	1 10%	-	3 18%	5 21%	4 21%	3 16%	-	3 12%	1 11%	4 16%	8 29%
4	1 2%	1 4%	-	-	1 6%	-	-	-	1 3%	-	-	-	1 6%	-	-	-	-	5 21%	-	2 7%	1 4%
2	1 1%	-	1 5%	-	-	-	-	-	-	-	1 10%	-	-	1 3%	-	1 5%	-	4 17%	-	-	1 3%
1	3 6%	-	1 7%	1 22%	1 7%	-	-	-	2 6%	-	-	1 44%	1 7%	1 4%	1 7%	1 7%	-	-	1 11%	1 2%	1 4%
MEAN	6.9	7.3	7.2	6.1	6.6	7.5	8.5	6.6	7.1	6.8	7.1	3.8	6.9	6.8	7.0	6.5	8.1	5.8	6.9	7.0	6.7

Table 43-5

QUESTION X4D:
 When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Financial Strength

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
	BASE=OEM Q.X3	60 100%	29 49%	30 51%	26 43%	22 36%	20 33%	18 30%	18 29%	22 37%	33 55%	27 45%	30 50%	28 46%	31 52%	18 31%	35 59%	15 25%	21 36%
10	13 21%	6 20%	6 20%	5 19%	2 11%	7 35%	3 16%	3 15%	4 19%	7 22%	7 26%	6 19%	8 29%	5 16%	6 33%	5 15%	4 29%	5 21%	4 16%
8-10	24 40%	13 43%	13 43%	12 48%	7 33%	12 63%	8 43%	8 46%	7 31%	14 41%	9 35%	12 42%	11 41%	12 38%	7 37%	15 41%	5 34%	9 43%	10 42%
5-7	30 51%	14 50%	15 50%	13 52%	13 62%	7 37%	9 52%	8 47%	14 64%	15 46%	17 65%	12 41%	14 51%	16 53%	12 63%	16 44%	10 66%	8 37%	12 53%
1-4	5 9%	2 7%	2 7%	- -	1 5%	- -	1 5%	1 6%	1 5%	4 12%	- -	5 17%	2 8%	3 10%	- -	5 15%	- -	4 19%	1 5%
9	4 7%	4 14%	3 10%	4 16%	1 6%	2 8%	3 16%	3 16%	1 3%	3 10%	1 3%	3 11%	2 7%	1 3%	- -	4 11%	1 5%	3 15%	- -
8	7 12%	3 9%	4 13%	4 14%	3 15%	4 20%	2 11%	3 15%	2 9%	3 10%	2 6%	3 11%	1 5%	6 19%	1 5%	5 14%	- -	2 7%	6 26%
7	9 15%	6 21%	8 25%	8 32%	5 25%	5 27%	4 25%	6 34%	3 15%	6 17%	5 18%	4 14%	5 20%	4 12%	3 16%	6 17%	2 14%	3 14%	4 17%
6	9 16%	4 14%	2 8%	2 6%	2 8%	1 5%	2 9%	1 4%	6 27%	3 10%	6 22%	3 11%	4 15%	5 17%	2 11%	6 16%	5 34%	2 11%	2 8%
5	12 20%	4 15%	5 17%	3 13%	6 29%	1 5%	3 18%	2 9%	5 21%	6 20%	7 24%	5 15%	5 17%	7 24%	6 35%	4 11%	3 18%	3 13%	6 28%
4	1 2%	1 3%	1 3%	- -	- -	- -	- -	- -	- -	1 3%	- -	1 3%	1 4%	- -	- -	1 3%	- -	1 5%	- -
2	1 1%	- -	- -	- -	- -	- -	1 5%	- -	- -	1 2%	- -	1 3%	- -	1 3%	- -	1 2%	- -	1 4%	- -
1	3 6%	1 4%	1 4%	- -	1 5%	- -	- -	1 6%	1 5%	2 7%	- -	3 11%	1 4%	2 7%	- -	3 10%	- -	2 11%	1 5%
MEAN	6.9	7.2	7.2	7.7	6.6	8.3	7.2	7.3	6.8	6.8	7.2	6.6	7.2	6.5	7.2	6.7	7.3	6.7	6.8

Table 43-6

QUESTION X4D:
 When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Financial Strength

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=OEM Q.X3	70 100%	10 100%	11 100%	13 100%	9 100%	12 100%	14 100%
10 --	10 14%	2 18%	1 12%	-	2 22%	2 20%	2 17%
8-10 ----	31 44%	6 64%	6 50%	5 38%	3 33%	4 35%	7 48%
5-7 ---	26 37%	4 36%	1 12%	3 24%	5 56%	6 50%	7 48%
1-4 ---	13 18%	-	4 38%	5 38%	1 11%	2 15%	1 4%
9	2 3%	1 9%	-	-	1 11%	-	-
8	19 27%	4 36%	4 38%	5 38%	-	2 15%	4 31%
7	13 19%	4 36%	-	-	3 33%	2 20%	4 31%
6	4 6%	-	-	2 12%	1 11%	1 10%	1 4%
5	8 12%	-	1 12%	2 12%	1 11%	2 20%	2 13%
4	7 10%	-	-	5 38%	-	2 15%	-
2	4 6%	-	4 38%	-	-	-	-
1	2 2%	-	-	-	1 11%	-	1 4%
MEAN	6.7	8.1	5.6	5.9	6.9	6.8	7.3

Table 44-1

QUESTION X4E:
 When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Workforce Development

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC-ISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=OEM Q.X3	60 100%	20 33%	11 18%	5 8%	8 13%	17 29%	30 51%	29 49%	16 26%	23 39%	16 27%	33 55%	16 27%	9 15%	6 10%	8 13%	3 5%	20 34%	11 18%	48 80%	23 39%	17 28%	14 23%	6 9%
10	4 6%	-	-	-	1 10%	3 17%	-	4 13%	1 4%	1 3%	2 14%	-	2 15%	1 15%	-	-	1 24%	1 4%	1 6%	3 6%	-	1 5%	2 11%	1 25%
8-10	10 17%	3 16%	2 23%	-	2 24%	3 17%	6 18%	5 16%	3 18%	3 13%	5 28%	4 13%	3 20%	3 31%	1 17%	2 25%	1 24%	2 9%	1 6%	10 20%	1 4%	3 16%	5 38%	1 25%
5-7	30 51%	8 40%	3 32%	5 100%	4 52%	11 62%	11 37%	19 66%	9 57%	12 51%	7 41%	20 62%	7 44%	3 33%	3 55%	4 54%	2 76%	14 70%	9 83%	21 45%	15 63%	7 39%	6 41%	3 60%
1-4	19 32%	9 45%	5 45%	-	2 24%	3 20%	14 45%	5 18%	4 26%	8 36%	5 31%	8 25%	6 36%	3 35%	2 28%	2 21%	-	4 21%	1 10%	17 35%	8 32%	8 45%	3 21%	1 15%
9	1 1%	1 4%	-	-	-	-	1 3%	-	-	-	1 5%	-	1 5%	-	-	1 11%	-	-	-	1 2%	-	1 5%	-	-
8	6 10%	2 11%	2 23%	-	1 14%	-	5 16%	1 4%	2 13%	2 10%	1 9%	4 13%	-	1 16%	1 17%	1 15%	-	1 6%	-	6 12%	1 4%	1 6%	4 27%	-
7	9 15%	3 14%	-	2 51%	1 10%	3 19%	3 9%	6 22%	3 17%	3 13%	3 21%	3 9%	3 20%	3 33%	1 17%	3 41%	-	4 20%	2 22%	7 14%	3 11%	3 16%	3 20%	1 17%
6	3 5%	-	-	1 21%	1 14%	1 7%	-	3 11%	-	2 9%	-	3 10%	-	-	-	-	1 41%	1 5%	1 10%	2 5%	1 5%	-	2 15%	-
5	18 30%	5 26%	3 32%	1 28%	2 28%	6 37%	8 28%	10 33%	6 40%	7 29%	3 20%	14 43%	4 25%	-	2 38%	1 13%	1 35%	9 45%	6 52%	13 26%	11 47%	4 23%	1 6%	2 43%
4	4 7%	2 8%	-	-	-	2 13%	2 5%	2 8%	1 5%	2 7%	2 10%	2 5%	1 4%	2 18%	-	1 7%	-	1 4%	-	4 8%	1 4%	2 13%	1 6%	-
3	2 4%	1 4%	1 7%	-	1 10%	-	2 5%	1 3%	-	2 10%	-	-	2 15%	-	-	-	-	2 8%	-	2 5%	1 3%	-	1 6%	1 15%
2	4 6%	1 6%	3 25%	-	-	-	4 13%	-	1 6%	2 8%	1 6%	3 10%	1 4%	-	-	1 13%	-	-	-	3 6%	1 5%	2 12%	1 5%	-
1	9 15%	5 27%	1 13%	-	1 14%	1 7%	7 22%	2 8%	2 14%	3 12%	2 14%	3 10%	2 14%	2 18%	2 28%	-	-	2 9%	1 10%	8 16%	5 20%	3 20%	1 5%	-
MEAN	5.1	4.4	4.3	6.2	5.5	5.9	4.4	5.8	5.1	4.9	5.7	4.9	5.3	6.0	4.8	6.2	6.6	5.2	5.4	5.1	4.3	4.6	6.4	6.3

Table 44-2

QUESTION X4E:
 When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Workforce Development

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=OEM Q.X3	60 100%	17 29%	30 50%	47 79%	12 21%	7 11%	21 35%	27 46%	6 11%	32 54%	21 35%	13 22%	22 36%	23 39%	8 13%	25 42%	25 42%	16 27%	14 23%	30 50%	9 15%	49 82%	5 8%	5 8%
10	4 6%	3 18%	1 2%	4 8%	-	1 12%	-	2 8%	1 12%	1 2%	2 11%	3 22%	-	1 3%	1 19%	-	2 9%	1 5%	-	3 10%	-	2 5%	-	1 31%
8-10	10 17%	5 29%	4 14%	9 20%	1 8%	1 12%	1 4%	8 29%	1 12%	3 9%	7 32%	4 33%	2 10%	4 16%	3 34%	2 9%	6 23%	1 5%	1 11%	8 27%	2 20%	7 15%	-	3 64%
5-7	30 51%	8 45%	17 57%	25 52%	6 46%	4 54%	13 62%	11 40%	4 57%	18 55%	9 44%	8 59%	11 50%	4 45%	12 51%	14 46%	9 56%	9 59%	12 65%	5 40%	27 53%	3 56%	3 65%	-
1-4	19 32%	4 26%	9 29%	13 28%	6 46%	2 34%	7 34%	8 31%	2 31%	12 37%	5 24%	1 8%	9 40%	9 39%	1 16%	11 45%	5 22%	6 36%	3 24%	10 33%	2 27%	14 29%	2 35%	2 36%
9	1 1%	1 5%	-	1 2%	-	-	1 4%	-	-	-	1 4%	-	-	1 3%	-	-	1 3%	-	-	1 3%	1 9%	1 2%	-	-
8	6 10%	1 7%	4 12%	5 10%	1 8%	-	-	6 21%	-	2 6%	4 18%	1 11%	2 10%	2 9%	1 15%	2 9%	3 10%	-	1 11%	4 14%	1 12%	4 9%	-	1 32%
7	9 15%	2 12%	7 23%	9 19%	-	1 13%	4 18%	3 13%	1 13%	6 19%	2 10%	3 19%	4 19%	2 11%	1 15%	4 15%	4 17%	3 21%	3 20%	3 10%	-	6 12%	3 65%	-
6	3 5%	1 7%	1 3%	2 5%	1 9%	1 15%	-	1 4%	-	2 7%	1 5%	1 7%	-	1 5%	-	1 4%	1 4%	3 20%	-	-	-	3 7%	-	-
5	18 30%	5 26%	9 30%	14 29%	5 37%	2 26%	9 44%	6 23%	3 44%	9 29%	6 29%	4 32%	7 32%	7 30%	3 36%	7 27%	9 35%	3 17%	6 46%	9 30%	5 53%	18 37%	-	-
4	4 7%	2 9%	1 3%	2 5%	2 12%	-	2 8%	2 9%	-	2 7%	2 8%	-	2 10%	2 10%	-	2 9%	1 3%	3 21%	-	1 2%	-	2 5%	2 35%	-
3	2 4%	-	2 8%	2 5%	-	-	2 8%	1 3%	1 13%	2 5%	-	-	2 7%	1 3%	-	2 6%	1 3%	-	1 5%	2 5%	1 9%	2 5%	-	-
2	4 6%	2 10%	2 7%	4 8%	-	-	-	3 10%	-	4 12%	-	-	1 3%	3 13%	-	3 11%	1 5%	2 10%	1 8%	1 3%	-	4 8%	-	-
1	9 15%	1 7%	3 11%	5 10%	4 34%	2 34%	4 19%	3 9%	1 18%	4 13%	3 16%	1 8%	5 23%	3 12%	1 16%	5 20%	3 11%	1 5%	1 10%	7 22%	2 18%	6 11%	-	2 36%
MEAN	5.1	5.9	5.1	5.4	3.9	4.6	4.5	5.5	4.9	4.7	5.7	6.6	4.5	4.8	6.1	4.3	5.6	5.2	4.9	5.1	4.8	5.1	6.0	6.1

Table 44-3

QUESTION X4E:
 When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Workforce Development

BANNER 3

	GENDER		AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPITL TO INVEST	NO	TOT YES
BASE=OEM Q.X3	60 100%	46 77%	14 23%	15 25%	15 24%	18 30%	9 14%	13 22%	16 27%	13 22%	23 38%	18 31%	12 20%	8 14%	10 17%	4 7%	9 15%	2 4%	44 74%	15 25%
10	4 6%	2 5%	2 11%	2 10%	1 10%	-	1 9%	1 6%	1 5%	1 11%	1 3%	1 4%	2 19%	-	-	-	-	-	4 8%	-
8-10	10 17%	8 17%	3 19%	4 27%	3 17%	3 17%	1 9%	3 26%	3 17%	1 11%	4 19%	2 10%	3 26%	-	2 18%	3 67%	1 13%	-	9 21%	1 7%
5-7	30 51%	23 50%	8 54%	7 47%	9 61%	9 51%	5 61%	7 49%	8 49%	5 42%	10 44%	9 49%	4 37%	7 79%	8 82%	1 14%	2 27%	2 100%	22 50%	9 58%
1-4	19 32%	15 33%	4 27%	4 25%	3 22%	6 32%	3 30%	3 26%	6 34%	6 47%	8 37%	7 41%	4 36%	2 21%	-	1 19%	5 60%	-	13 29%	5 35%
9	1 1%	1 2%	-	-	-	1 5%	-	-	1 5%	-	-	-	1 7%	-	1 8%	-	-	-	1 2%	-
8	6 10%	5 10%	1 8%	2 17%	1 8%	2 12%	-	3 19%	1 7%	-	4 16%	1 6%	-	-	1 10%	3 67%	1 13%	-	5 11%	1 7%
7	9 15%	7 14%	3 18%	5 31%	3 21%	1 4%	1 9%	2 12%	3 19%	2 12%	5 22%	4 23%	2 20%	3 31%	2 16%	1 14%	-	-	6 14%	3 19%
6	3 5%	1 2%	2 15%	-	1 7%	1 5%	1 14%	1 7%	-	1 9%	-	1 6%	-	1 13%	2 21%	-	-	1 52%	1 2%	2 15%
5	18 30%	15 34%	3 20%	2 17%	5 33%	8 42%	3 38%	4 29%	5 31%	3 20%	5 22%	4 21%	2 17%	3 36%	5 45%	-	2 27%	1 48%	15 33%	4 24%
4	4 7%	4 9%	-	2 11%	1 5%	1 3%	1 11%	-	1 3%	2 19%	1 6%	2 10%	3 27%	-	-	-	-	-	2 5%	2 11%
3	2 4%	2 3%	1 6%	-	1 5%	2 9%	-	1 6%	1 5%	1 6%	1 3%	1 4%	-	1 9%	-	1 19%	1 9%	-	2 4%	1 5%
2	4 6%	4 8%	-	1 7%	-	2 9%	-	1 8%	1 7%	1 8%	3 12%	1 6%	-	1 12%	-	-	1 13%	-	4 9%	-
1	9 15%	6 13%	3 21%	1 8%	2 11%	2 11%	2 19%	2 12%	3 18%	2 15%	4 16%	4 21%	1 9%	-	-	-	3 39%	-	5 12%	3 19%
MEAN	5.1	5.0	5.3	6.0	5.6	4.8	4.9	5.4	4.9	4.7	4.9	4.7	6.0	5.2	6.2	6.9	3.3	5.5	5.3	4.8

Table 44-4

QUESTION X4E:
When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Workforce Development

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF	COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=OEM Q.X3	60 100%	23 39%	17 29%	5 9%	16 27%	11 19%	7 12%	5 9%	39 66%	10 16%	8 14%	3 4%	17 29%	24 41%	18 30%	17 28%	10 21%	25 53%	9 19%	26 56%	28 47%
10	4 6%	1 3%	2 9%	-	-	-	1 11%	1 27%	1 2%	-	2 20%	1 56%	2 9%	2 9%	-	3 18%	-	5 21%	2 22%	3 11%	-
8-10	10 17%	3 13%	4 26%	-	3 19%	2 20%	1 11%	1 27%	5 12%	1 15%	3 32%	1 56%	3 20%	3 13%	4 21%	4 24%	-	10 41%	3 33%	5 19%	6 20%
5-7	30 51%	13 55%	8 48%	3 53%	6 39%	6 52%	4 53%	2 39%	21 54%	4 41%	4 52%	1 44%	9 51%	14 59%	7 40%	9 52%	6 64%	15 59%	4 44%	20 77%	10 37%
1-4	19 32%	8 32%	4 26%	2 47%	7 42%	3 28%	2 36%	2 35%	13 34%	4 44%	1 17%	-	5 29%	7 28%	7 39%	4 24%	4 36%	-	2 22%	1 5%	12 44%
9	1 1%	-	1 5%	-	1 5%	1 7%	-	-	1 2%	-	-	-	1 5%	-	-	-	-	-	-	-	1 3%
8	6 10%	2 10%	2 12%	-	2 14%	1 13%	-	-	3 8%	1 15%	1 12%	-	1 6%	1 4%	4 21%	1 6%	-	5 21%	1 11%	2 7%	5 17%
7	9 15%	4 19%	2 10%	1 16%	2 10%	2 17%	2 26%	-	4 11%	3 33%	2 19%	-	2 9%	7 29%	1 3%	5 29%	3 27%	3 12%	1 11%	4 16%	3 10%
6	3 5%	2 9%	-	-	1 7%	1 10%	1 17%	-	2 5%	-	1 13%	-	1 7%	1 4%	1 5%	1 6%	-	1 6%	1 11%	2 9%	-
5	18 30%	6 27%	6 38%	2 37%	4 22%	3 25%	1 11%	2 39%	15 37%	1 8%	2 20%	1 44%	6 36%	6 26%	6 32%	3 16%	4 36%	10 41%	2 22%	14 52%	7 27%
4	4 7%	1 6%	2 9%	-	-	2 14%	-	-	1 2%	3 27%	1 7%	-	2 9%	2 10%	-	3 19%	2 18%	-	-	1 2%	2 6%
3	2 4%	1 3%	1 5%	-	-	2 13%	-	1 14%	2 4%	-	1 10%	-	-	2 6%	1 4%	1 5%	-	-	1 11%	-	2 6%
2	4 6%	2 7%	2 12%	-	1 6%	-	1 15%	1 21%	4 10%	-	-	-	3 16%	-	1 6%	-	1 9%	-	-	-	3 11%
1	9 15%	4 16%	-	2 47%	6 36%	-	1 21%	-	7 18%	2 17%	-	-	1 4%	3 12%	5 29%	-	1 9%	-	1 11%	1 2%	6 21%
MEAN	5.1	4.9	5.7	3.4	4.3	5.7	5.0	5.4	4.6	5.2	6.6	7.8	5.4	5.5	4.3	6.4	4.7	6.9	6.1	6.1	4.5

Table 44-5

QUESTION X4E:
 When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Workforce Development

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS-TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
	BASE=OEM Q.X3	60 100%	29 49%	30 51%	26 43%	22 36%	20 33%	18 30%	18 29%	22 37%	33 55%	27 45%	30 50%	28 46%	31 52%	18 31%	35 59%	15 25%	21 36%
10	4	2	2	2	1	1	1	1	2	1	2	1	4	-	2	2	2	1	1
--	6%	7%	8%	9%	7%	7%	8%	4%	10%	2%	8%	2%	14%	-	8%	6%	14%	3%	4%
8-10	10	5	5	5	4	4	3	3	3	5	2	6	5	4	2	7	2	5	3
----	17%	18%	17%	21%	19%	23%	19%	15%	15%	14%	8%	20%	17%	14%	8%	21%	14%	22%	15%
5-7	30	17	16	14	13	11	10	12	11	18	17	13	13	17	10	18	9	10	12
---	51%	58%	54%	55%	61%	57%	54%	67%	47%	54%	63%	42%	47%	56%	54%	50%	58%	45%	51%
1-4	19	7	9	6	4	4	5	3	8	10	8	11	10	9	7	10	4	7	8
---	32%	24%	28%	24%	20%	20%	27%	17%	38%	32%	28%	38%	35%	29%	37%	29%	27%	33%	34%
9	1	1	1	1	-	1	1	1	-	1	-	1	-	1	-	1	-	1	-
	1%	3%	3%	3%	-	4%	5%	5%	-	2%	-	3%	-	3%	-	2%	-	4%	-
8	6	2	2	2	3	2	1	1	1	3	-	4	1	4	-	4	-	3	3
	10%	8%	7%	9%	12%	11%	6%	6%	5%	10%	-	15%	4%	12%	-	12%	-	15%	11%
7	9	7	5	5	4	5	4	5	6	3	8	1	7	2	4	3	6	1	2
	15%	23%	17%	20%	16%	24%	25%	30%	27%	9%	30%	3%	24%	8%	24%	9%	39%	4%	9%
6	3	1	2	3	2	1	-	1	-	2	1	2	1	2	-	2	-	1	2
	5%	4%	7%	13%	9%	5%	-	6%	-	6%	4%	7%	4%	7%	-	6%	-	5%	10%
5	18	9	9	6	8	5	5	6	5	13	8	10	5	13	6	12	3	8	7
	30%	32%	30%	22%	35%	28%	29%	31%	21%	39%	29%	32%	20%	41%	31%	35%	19%	37%	32%
4	4	1	2	1	1	2	2	-	1	3	2	2	2	2	3	1	-	1	3
	7%	3%	5%	5%	4%	9%	9%	-	6%	8%	6%	8%	6%	7%	14%	4%	-	5%	13%
3	2	2	1	1	1	-	1	-	1	2	-	2	-	2	1	2	-	2	1
	4%	5%	3%	3%	3%	-	5%	-	3%	5%	-	8%	-	8%	4%	4%	-	7%	3%
2	4	2	4	2	1	-	-	1	2	2	3	1	4	-	3	1	2	1	1
	6%	6%	13%	6%	5%	-	-	4%	8%	6%	10%	3%	14%	-	15%	3%	12%	5%	4%
1	9	3	2	2	2	2	2	2	5	4	3	6	4	4	1	6	2	3	3
	15%	10%	8%	9%	9%	11%	13%	14%	20%	13%	12%	19%	16%	14%	4%	18%	16%	16%	13%
MEAN	5.1	5.5	5.3	5.7	5.5	5.9	5.6	5.6	5.0	4.9	5.2	4.7	5.2	4.9	5.1	5.1	5.5	4.9	5.0

Table 44-6

QUESTION X4E:
 When you look for suppliers, what criteria are you looking for from them? Please rate the importance of the following criteria on a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you in a supplier and where ten means it is VERY IMPORTANT to you in a supplier. You can choose any number between one and ten depending on how strongly you feel about it.

Workforce Development

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=OEM Q.X3	70 100%	10 100%	11 100%	13 100%	9 100%	12 100%	14 100%
10	10 14%	-	-	5 38%	2 22%	1 5%	2 17%
8-10	18 26%	-	-	10 76%	3 33%	2 20%	2 17%
5-7	45 64%	6 64%	11 100%	3 24%	4 44%	9 75%	11 78%
1-4	7 10%	4 36%	-	-	2 22%	1 5%	1 4%
8	8 11%	-	-	5 38%	1 11%	2 15%	-
7	11 16%	3 27%	1 12%	2 12%	1 11%	-	4 31%
6	5 7%	-	1 12%	-	1 11%	-	2 17%
5	29 42%	4 36%	9 76%	2 12%	2 22%	9 75%	4 31%
4	2 3%	2 18%	-	-	-	1 5%	-
3	1 1%	-	-	-	1 11%	-	-
2	1 1%	1 9%	-	-	-	-	-
1	2 4%	1 9%	-	-	1 11%	-	1 4%
MEAN	6.2	4.7	5.4	8.3	6.1	5.6	6.5

Table 45-1
 QUESTION X5:
 Which of the following criteria do you currently have in place, if any?

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE					
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=SUPPLIER TO OEM Q.X3	152 100%	48 32%	38 25%	20 13%	13 8%	33 22%	86 57%	66 43%	37 24%	52 34%	56 37%	57 38%	56 37%	38 25%	44 29%	32 21%	16 10%	14 9%	19 12%	133 88%	52 34%	55 36%	32 21%	9 6%
CONTINUOUS IMPROVEMENT PROGRAM	82 54%	29 61%	18 49%	9 45%	5 42%	20 60%	48 55%	34 52%	9 26%	27 53%	41 74%	20 35%	31 55%	31 82%	27 61%	19 61%	5 30%	11 76%	7 39%	75 56%	18 35%	36 66%	19 61%	5 59%
FORMAL QUALITY PROGRAM	74 49%	25 53%	20 52%	10 50%	6 45%	13 40%	45 53%	29 44%	7 18%	23 45%	41 74%	16 28%	29 51%	29 77%	29 67%	14 44%	5 30%	7 47%	3 15%	71 54%	15 29%	38 68%	16 49%	4 43%
FINANCIAL STRENGTH	70 46%	30 61%	12 32%	9 48%	5 42%	13 40%	42 48%	28 43%	6 16%	21 40%	40 72%	15 27%	26 46%	29 74%	19 44%	13 41%	5 30%	7 51%	4 20%	66 50%	16 31%	35 64%	12 39%	4 51%
WORKFORCE DEVELOPMENT	66 44%	23 48%	13 34%	12 59%	5 42%	13 40%	36 42%	30 46%	7 20%	18 36%	37 66%	11 19%	26 47%	29 75%	18 41%	16 50%	7 42%	5 35%	6 35%	60 45%	18 35%	29 53%	13 40%	4 43%
AUTOMATION PLANS	48 32%	22 46%	8 22%	5 27%	2 18%	10 31%	31 36%	18 27%	1 2%	12 24%	33 59%	4 7%	21 37%	23 61%	19 44%	9 29%	3 22%	5 39%	2 12%	46 35%	7 14%	29 52%	8 24%	3 34%
NONE OF THESE	33 22%	7 15%	8 21%	7 36%	4 31%	7 22%	15 17%	18 28%	17 47%	13 25%	4 7%	20 34%	11 19%	3 8%	10 22%	7 22%	7 46%	3 18%	5 28%	28 21%	18 35%	4 8%	6 18%	3 41%
DON'T KNOW/NOT SURE	1 1%	-	1 2%	-	-	-	1 1%	-	1 2%	-	-	1 2%	-	-	-	-	-	-	-	1 1%	1 2%	-	-	-

Table 45-2
QUESTION X5:
Which of the following criteria do you currently have in place, if any?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					NOT CONF																			
BASE=SUPPLIER TO OEM Q.X3	152 100%	61 40%	58 38%	119 78%	31 20%	12 8%	64 42%	73 48%	8 5%	101 67%	41 27%	33 22%	71 47%	46 31%	28 19%	73 48%	50 33%	34 23%	42 28%	72 48%	14 9%	113 75%	13 9%	25 17%
CONTINUOUS IMPROVEMENT PROGRAM	82 54%	40 65%	30 52%	70 59%	11 36%	7 60%	38 59%	36 50%	3 38%	53 52%	25 61%	17 52%	43 60%	21 44%	16 55%	41 56%	26 51%	15 45%	23 54%	42 58%	6 41%	51 45%	10 79%	21 83%
FORMAL QUALITY PROGRAM	74 49%	38 62%	25 43%	63 53%	11 37%	7 60%	33 51%	34 47%	4 47%	47 47%	22 55%	14 43%	39 56%	19 41%	15 53%	36 49%	23 46%	16 45%	19 45%	38 53%	5 35%	45 39%	10 78%	19 76%
FINANCIAL STRENGTH	70 46%	39 64%	25 43%	64 54%	5 17%	7 60%	32 51%	30 41%	5 68%	42 41%	21 52%	16 48%	31 44%	22 47%	14 50%	32 44%	23 47%	14 40%	18 43%	36 50%	7 46%	41 36%	9 71%	19 76%
WORKFORCE DEVELOPMENT	66 44%	36 58%	21 37%	57 48%	9 28%	8 69%	31 49%	27 37%	3 38%	44 43%	19 45%	20 61%	25 35%	20 42%	14 48%	26 36%	27 53%	14 41%	12 29%	38 53%	9 60%	37 33%	6 48%	23 90%
AUTOMATION PLANS	48 32%	29 47%	14 25%	43 36%	4 14%	6 49%	23 36%	18 25%	3 38%	32 32%	14 33%	13 38%	23 32%	12 26%	10 34%	21 29%	18 35%	11 33%	16 39%	20 28%	3 21%	25 22%	7 51%	17 66%
NONE OF THESE	33 22%	7 12%	11 18%	18 15%	14 46%	3 25%	10 16%	19 27%	2 23%	28 28%	3 8%	5 16%	16 23%	12 25%	6 20%	17 24%	10 21%	9 26%	9 22%	14 20%	3 21%	30 27%	1 11%	1 6%
DON'T KNOW/NOT SURE	1 1%	1 1%	-	1 1%	-	-	-	-	-	1 1%	-	1 3%	-	-	1 3%	-	-	1 3%	-	-	-	1 1%	-	-

Table 45-3
QUESTION X5:
Which of the following criteria do you currently have in place, if any?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- -SION	FLAT	RECES- -SION	INFL- -ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=SUPPLIER TO OEM Q.X3	152 100%	126 83%	26 17%	30 20%	32 21%	56 37%	29 19%	34 22%	65 43%	28 18%	56 37%	36 24%	48 31%	39 26%	22 14%	25 17%	9 6%	7 5%	109 72%	40 27%
CONTINUOUS IMPROVEMENT PROGRAM	82 54%	69 55%	13 52%	13 44%	18 58%	39 68%	10 35%	18 55%	34 53%	14 51%	26 46%	20 56%	28 60%	23 59%	9 42%	12 48%	2 26%	4 62%	63 58%	18 44%
FORMAL QUALITY PROGRAM	74 49%	61 49%	13 49%	10 34%	18 56%	36 64%	8 28%	19 56%	32 49%	10 36%	21 37%	21 60%	29 60%	23 60%	8 36%	10 41%	5 55%	3 37%	54 50%	18 44%
FINANCIAL STRENGTH	70 46%	61 48%	9 35%	12 41%	14 46%	32 57%	11 37%	17 50%	31 48%	9 34%	23 41%	13 37%	26 54%	22 56%	8 36%	8 33%	3 30%	1 20%	57 53%	12 29%
WORKFORCE DEVELOPMENT	66 44%	59 47%	7 29%	10 34%	13 42%	29 52%	11 38%	14 42%	28 43%	12 43%	23 42%	14 39%	27 58%	19 49%	5 22%	7 27%	1 17%	2 26%	55 50%	11 26%
AUTOMATION PLANS	48 32%	46 36%	3 11%	5 18%	14 44%	22 39%	7 25%	11 32%	22 34%	7 24%	18 32%	10 27%	16 34%	17 42%	5 25%	4 14%	1 9%	1 9%	37 34%	10 25%
NONE OF THESE	33 22%	28 22%	5 21%	7 23%	8 24%	10 17%	9 32%	8 23%	11 17%	8 30%	17 30%	8 21%	9 18%	6 14%	6 28%	4 16%	4 45%	2 27%	19 18%	14 35%
DON'T KNOW/NOT SURE	1 1%	1 1%	- -	- -	- -	- -	1 3%	1 3%	- -	- -	- -	- -	1 2%	- -	- -	1 3%	- -	- -	1 1%	- -

Table 45-4
 QUESTION X5:
 Which of the following criteria do you currently have in place, if any?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS						
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=SUPPLIER TO OEM Q.X3	152 100%	73 48%	55 36%	22 15%	24 16%	20 13%	21 14%	14 9%	73 48%	47 31%	22 15%	9 6%	73 48%	58 38%	19 13%	76 50%	23 28%	35 42%	18 22%	24 29%	82 54%
CONTINUOUS IMPROVEMENT PROGRAM	82 54%	37 51%	28 52%	12 53%	9 39%	10 50%	16 77%	8 58%	31 42%	33 70%	15 70%	3 32%	37 51%	34 58%	10 54%	49 65%	12 54%	11 31%	9 50%	12 51%	46 56%
FORMAL QUALITY PROGRAM	74 49%	39 53%	28 52%	7 34%	11 44%	9 46%	15 70%	10 69%	27 37%	29 63%	15 67%	2 23%	37 50%	27 46%	10 50%	44 58%	13 58%	14 41%	9 50%	7 31%	43 53%
FINANCIAL STRENGTH	70 46%	35 47%	28 51%	8 38%	11 46%	10 50%	10 50%	8 58%	25 35%	27 57%	14 63%	4 41%	33 46%	29 49%	7 35%	43 56%	11 46%	8 23%	8 44%	11 46%	41 50%
WORKFORCE DEVELOPMENT	66 44%	30 41%	21 38%	8 35%	10 42%	10 53%	17 80%	6 45%	24 33%	24 52%	14 65%	3 38%	30 40%	29 50%	7 34%	41 54%	9 38%	14 39%	9 50%	6 25%	35 43%
AUTOMATION PLANS	48 32%	22 30%	15 27%	4 17%	8 35%	8 40%	11 53%	7 53%	16 22%	20 43%	10 46%	2 21%	20 28%	22 38%	5 25%	31 41%	8 35%	8 23%	4 22%	6 25%	30 36%
NONE OF THESE	33 22%	16 22%	12 23%	5 21%	7 30%	3 14%	1 7%	2 15%	21 29%	6 14%	3 15%	3 32%	19 25%	10 17%	5 24%	13 17%	4 19%	14 41%	5 28%	6 26%	15 18%
DON'T KNOW/NOT SURE	1 1%	-	-	-	1 4%	-	-	-	1 1%	-	-	-	-	-	1 4%	-	1 4%	-	-	-	-

Table 45-5
 QUESTION X5:
 Which of the following criteria do you currently have in place, if any?

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS			
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE=SUPPLIER TO OEM Q.X3	152 100%	88 58%	91 60%	88 58%	84 56%	75 49%	74 49%	65 43%	77 51%	70 46%	83 55%	63 42%	79 52%	71 47%	73 48%	75 49%	52 34%	38 25%	61 40%
CONTINUOUS IMPROVEMENT PROGRAM	82 54%	62 70%	63 69%	66 75%	56 67%	56 75%	54 74%	51 79%	52 68%	28 40%	59 71%	22 36%	56 72%	26 36%	49 67%	30 40%	40 77%	11 29%	31 50%
FORMAL QUALITY PROGRAM	74 49%	52 59%	56 61%	56 64%	48 57%	48 64%	48 65%	43 66%	45 58%	26 37%	54 64%	19 30%	52 66%	22 31%	50 69%	22 29%	36 69%	11 28%	27 45%
FINANCIAL STRENGTH	70 46%	51 58%	56 61%	57 65%	42 50%	46 61%	47 63%	38 59%	44 58%	23 33%	54 64%	15 23%	47 60%	21 29%	42 58%	26 34%	36 69%	7 18%	27 45%
WORKFORCE DEVELOPMENT	66 44%	50 57%	50 54%	52 59%	40 48%	45 60%	42 57%	42 66%	43 56%	21 30%	49 59%	16 25%	41 52%	25 35%	38 52%	27 36%	34 65%	8 21%	24 40%
AUTOMATION PLANS	48 32%	36 40%	39 43%	39 44%	29 35%	33 44%	32 43%	31 48%	39 50%	8 12%	39 47%	8 13%	35 44%	13 18%	31 43%	16 22%	31 60%	2 5%	15 25%
NONE OF THESE	33 22%	12 13%	12 14%	8 9%	12 15%	6 8%	8 11%	6 9%	11 14%	22 31%	5 6%	27 43%	7 9%	26 37%	11 15%	23 30%	3 6%	19 50%	11 18%
DON'T KNOW/NOT SURE	1 1%	-	-	-	1 1%	-	-	-	-	-	-	1 1%	1 1%	-	-	-	-	-	1 1%

Table 45-6
 QUESTION X5:
 Which of the following criteria do you currently have in place, if any?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=SUPPLIER TO OEM Q.X3	99 100%	23 100%	20 100%	15 100%	18 100%	12 100%	11 100%
CONTINUOUS IMPROVEMENT PROGRAM	44 45%	12 54%	4 21%	7 45%	9 50%	7 55%	5 47%
FORMAL QUALITY PROGRAM	44 44%	13 58%	4 21%	10 67%	9 50%	1 5%	7 58%
WORKFORCE DEVELOPMENT	37 38%	9 38%	7 35%	7 45%	9 50%	1 10%	5 42%
FINANCIAL STRENGTH	37 38%	11 46%	3 14%	5 34%	8 44%	2 20%	8 74%
AUTOMATION PLANS	26 26%	8 35%	3 14%	5 34%	4 22%	1 5%	5 47%
NONE OF THESE	30 30%	4 19%	13 65%	2 11%	5 28%	4 35%	2 15%
DON'T KNOW/NOT SURE	1 1%	1 4%	-	-	-	-	-

Table 46-1
Legislative Worry Matrix.

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE					
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC-ISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM	
BASE-TOTAL ASKED	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24	
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%	
<u>LEGISLATIVE WORRY (TOTAL)</u>																									
0	70	29	20	7	3	11	49	21	38	15	9	51	9	6	14	8	5	5	13	56	37	13	16	3	
	18%	21%	23%	14%	7%	14%	22%	12%	26%	12%	9%	25%	7%	9%	17%	14%	12%	12%	18%	17%	23%	11%	19%	14%	
1+	330	111	67	41	40	71	178	152	106	111	93	153	111	63	66	49	40	33	60	266	123	106	68	21	
	82%	79%	77%	86%	93%	86%	78%	88%	74%	88%	91%	75%	93%	91%	83%	86%	88%	88%	82%	83%	77%	89%	81%	86%	
2+	296	99	57	38	37	65	157	139	95	98	86	135	101	58	60	47	31	30	56	236	111	94	62	19	
	74%	71%	66%	79%	85%	79%	69%	80%	66%	78%	84%	66%	84%	83%	75%	83%	69%	80%	77%	73%	69%	79%	74%	78%	
3+	250	76	48	34	34	57	124	125	78	82	76	110	86	52	53	39	23	26	51	195	86	82	54	18	
	62%	55%	55%	72%	78%	70%	55%	73%	54%	65%	75%	54%	72%	75%	66%	69%	51%	68%	70%	60%	54%	69%	64%	75%	
4+	157	47	32	22	20	35	79	78	41	56	52	65	58	32	30	29	12	19	35	121	56	51	32	10	
	39%	34%	37%	46%	47%	43%	35%	45%	29%	44%	51%	32%	49%	45%	38%	51%	26%	51%	48%	37%	35%	43%	38%	41%	
5+	88	24	16	12	10	26	40	48	26	28	27	37	29	21	20	19	8	9	14	72	36	31	14	5	
	22%	17%	19%	26%	24%	31%	18%	28%	18%	22%	27%	18%	24%	30%	25%	34%	19%	23%	19%	22%	22%	26%	17%	19%	
ALL SIX	45	10	7	6	6	16	17	28	15	13	14	20	13	10	9	14	4	4	6	37	21	15	7	-	
	11%	7%	8%	12%	15%	19%	8%	16%	10%	11%	14%	10%	11%	15%	11%	25%	9%	11%	9%	12%	13%	13%	8%	-	
<u>LEGISLATIVE WORRY (VERY)</u>																									
0	202	75	48	22	21	37	123	79	75	63	47	108	49	40	29	25	24	19	32	168	78	48	53	15	
	51%	53%	55%	45%	49%	45%	54%	46%	52%	50%	46%	53%	41%	57%	37%	44%	54%	49%	45%	52%	49%	40%	64%	61%	
1+	198	65	39	26	22	45	104	94	69	64	55	96	71	30	51	31	21	19	40	154	82	71	31	9	
	49%	47%	45%	55%	51%	55%	46%	54%	48%	50%	54%	47%	59%	43%	63%	56%	46%	51%	55%	48%	51%	60%	36%	39%	
2+	137	42	27	19	18	32	69	68	46	48	36	67	49	20	36	24	12	14	23	110	62	50	17	6	
	34%	30%	31%	39%	41%	39%	30%	39%	32%	38%	35%	33%	41%	28%	44%	43%	27%	36%	32%	34%	39%	42%	20%	25%	
3+	94	30	15	14	14	21	45	49	36	31	21	48	32	12	25	19	5	7	20	70	46	33	9	4	
	24%	21%	17%	30%	32%	26%	20%	28%	25%	24%	21%	24%	27%	17%	31%	33%	11%	18%	28%	22%	28%	28%	11%	18%	
4+	43	13	7	10	6	7	21	23	15	14	11	19	17	6	10	6	2	4	8	34	21	16	5	-	
	11%	9%	9%	21%	13%	9%	9%	13%	10%	11%	11%	9%	14%	9%	13%	11%	5%	10%	11%	11%	13%	14%	7%	-	
5+	16	7	2	4	2	1	9	7	7	3	4	8	5	2	4	1	-	-	2	12	7	9	-	-	
	4%	5%	2%	8%	5%	2%	4%	4%	5%	3%	4%	4%	4%	2%	5%	1%	-	-	3%	4%	4%	8%	-	-	
ALL SIX	5	1	-	3	1	-	1	4	4	1	-	4	1	-	-	1	-	-	1	4	2	3	-	-	
	1%	1%	-	6%	2%	-	-	2%	3%	1%	-	2%	1%	-	-	1%	-	-	2%	1%	2%	2%	-	-	

Table 46-2
Legislative Worry Matrix.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE-TOTAL ASKED	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
LEGISLATIVE WORRY (TOTAL)																								
0	70	34	24	58	11	16	30	17	17	23	29	18	18	31	19	16	33	25	8	34	14	59	2	5
	18%	22%	14%	18%	15%	33%	18%	10%	34%	10%	24%	19%	11%	23%	23%	10%	23%	21%	8%	19%	30%	18%	7%	10%
1+	330	119	144	263	63	33	136	148	32	199	91	78	141	105	64	147	114	92	85	148	32	265	23	40
	82%	78%	86%	82%	85%	67%	82%	90%	66%	90%	76%	81%	89%	77%	77%	90%	77%	79%	92%	81%	70%	82%	93%	90%
2+	296	104	126	230	62	23	119	143	22	189	80	64	132	97	57	140	96	79	80	133	29	236	21	37
	74%	68%	75%	72%	83%	47%	71%	87%	44%	85%	67%	66%	83%	71%	69%	85%	65%	67%	87%	73%	63%	73%	83%	83%
3+	250	86	107	194	53	15	103	123	19	163	64	55	109	83	43	120	84	66	71	110	23	196	19	33
	62%	56%	64%	60%	72%	31%	62%	74%	38%	73%	54%	57%	69%	61%	52%	73%	57%	56%	77%	60%	51%	61%	76%	73%
4+	157	56	64	119	36	11	59	82	12	102	39	37	66	53	30	77	49	46	40	70	16	124	11	21
	39%	36%	38%	37%	48%	23%	35%	50%	24%	46%	33%	39%	42%	39%	36%	47%	33%	39%	43%	39%	35%	38%	43%	47%
5+	88	28	37	65	21	3	32	51	6	64	17	16	40	31	10	48	29	27	21	39	9	65	8	13
	22%	18%	22%	20%	28%	5%	19%	31%	12%	29%	14%	17%	25%	23%	12%	29%	20%	23%	22%	22%	21%	20%	30%	30%
ALL SIX	45	16	20	35	10	-	20	23	2	33	9	7	19	18	2	23	18	13	10	22	8	33	3	7
	11%	10%	12%	11%	13%	-	12%	14%	5%	15%	7%	7%	12%	14%	3%	14%	12%	11%	10%	12%	18%	10%	12%	16%
LEGISLATIVE WORRY (VERY)																								
0	202	95	81	177	24	37	95	58	39	76	79	62	54	80	52	55	91	60	35	103	32	157	12	28
	51%	62%	49%	55%	33%	74%	57%	35%	80%	34%	65%	64%	34%	59%	63%	33%	62%	51%	38%	56%	71%	49%	47%	64%
1+	198	58	86	144	50	13	71	107	10	146	42	34	105	56	31	109	56	57	58	80	13	167	13	16
	49%	38%	51%	45%	67%	26%	43%	65%	20%	66%	35%	36%	66%	41%	37%	67%	38%	49%	62%	44%	29%	51%	53%	36%
2+	137	37	56	93	41	8	45	80	7	107	23	20	78	38	15	79	42	38	43	55	12	116	8	12
	34%	24%	33%	29%	56%	17%	27%	49%	14%	48%	19%	21%	49%	28%	18%	48%	29%	32%	46%	30%	26%	36%	32%	26%
3+	94	23	36	59	33	4	29	60	3	73	19	11	55	28	6	55	32	25	30	37	9	80	4	7
	24%	15%	21%	18%	45%	7%	17%	36%	5%	33%	16%	12%	34%	20%	8%	34%	21%	22%	33%	20%	20%	25%	18%	17%
4+	43	9	17	27	16	1	10	32	-	36	7	3	28	13	1	28	14	14	13	16	6	36	1	5
	11%	6%	10%	8%	22%	2%	6%	19%	-	16%	6%	3%	17%	9%	1%	17%	9%	12%	14%	9%	13%	11%	6%	10%
5+	16	3	6	9	7	-	4	12	-	14	2	-	9	7	-	10	6	7	3	6	3	13	-	2
	4%	2%	4%	3%	9%	-	3%	7%	-	6%	2%	-	6%	5%	-	6%	4%	6%	3%	3%	7%	4%	-	4%
ALL SIX	5	1	3	4	1	-	2	3	-	4	1	-	1	4	-	2	3	3	-	2	1	5	-	-
	1%	-	2%	1%	2%	-	1%	2%	-	2%	1%	-	1%	3%	-	1%	2%	3%	-	1%	2%	2%	-	-

Table 46-3
Legislative Worry Matrix.

BANNER 3

	GENDER		AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL ASKED	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
LEGISLATIVE WORRY (TOTAL)																				
0	70 18%	58 18%	13 15%	12 14%	9 10%	17 14%	27 31%	23 22%	20 15%	9 11%	26 20%	27 23%	13 12%	7 8%	7 11%	6 12%	7 17%	3 18%	56 19%	12 12%
1+	330 82%	258 82%	72 85%	71 86%	77 90%	107 86%	61 69%	79 78%	111 85%	68 89%	106 80%	92 77%	97 88%	79 92%	54 89%	45 88%	32 83%	15 82%	238 81%	87 88%
2+	296 74%	232 73%	64 76%	64 77%	71 83%	99 80%	49 56%	59 58%	104 79%	65 85%	104 79%	83 70%	85 78%	73 85%	45 73%	37 71%	27 70%	12 66%	212 72%	79 80%
3+	250 62%	198 63%	52 61%	54 65%	63 73%	85 69%	36 40%	45 44%	91 69%	57 74%	89 68%	71 60%	75 68%	62 72%	37 61%	34 65%	23 60%	11 60%	179 61%	66 67%
4+	157 39%	127 40%	30 35%	31 37%	38 44%	59 47%	26 29%	24 24%	56 42%	41 54%	54 41%	48 40%	50 46%	36 42%	26 42%	22 42%	13 34%	7 36%	112 38%	42 42%
5+	88 22%	75 24%	13 16%	16 19%	21 24%	33 26%	14 16%	8 8%	30 23%	26 34%	38 29%	29 25%	26 23%	16 19%	14 23%	7 14%	6 15%	5 28%	62 21%	25 25%
ALL SIX	45 11%	41 13%	4 5%	9 11%	10 12%	14 12%	9 11%	5 5%	16 12%	12 15%	21 16%	18 15%	13 12%	6 6%	8 13%	2 4%	5 13%	- -	34 12%	9 9%
LEGISLATIVE WORRY (VERY)																				
0	202 51%	158 50%	44 52%	51 61%	43 50%	50 40%	46 52%	73 72%	66 50%	26 34%	54 41%	66 56%	58 53%	33 39%	24 39%	31 59%	18 45%	8 46%	152 52%	45 46%
1+	198 49%	158 50%	40 48%	32 39%	43 50%	75 60%	42 48%	29 28%	66 50%	51 66%	77 59%	52 44%	51 47%	53 61%	37 61%	21 41%	21 55%	10 54%	141 48%	54 54%
2+	137 34%	111 35%	26 30%	22 27%	30 35%	50 41%	28 32%	14 14%	45 34%	38 49%	57 44%	34 29%	32 29%	39 45%	28 46%	13 25%	13 33%	7 38%	93 32%	41 42%
3+	94 24%	76 24%	18 21%	14 16%	18 21%	38 31%	19 22%	7 6%	32 24%	29 38%	41 32%	26 22%	18 16%	23 26%	19 31%	8 15%	9 23%	6 32%	65 22%	27 28%
4+	43 11%	36 11%	7 9%	5 6%	3 3%	19 15%	13 15%	2 2%	19 14%	11 14%	16 12%	12 10%	7 6%	13 15%	8 14%	3 6%	4 10%	3 19%	29 10%	13 13%
5+	16 4%	14 4%	2 2%	1 1%	1 1%	8 7%	4 5%	1 1%	8 6%	5 7%	5 4%	4 3%	3 3%	4 5%	3 5%	1 2%	2 6%	2 9%	8 3%	7 7%
ALL SIX	5 1%	5 2%	- -	1 1%	- -	2 2%	2 2%	1 1%	2 2%	1 1%	1 1%	1 1%	1 1%	1 1%	2 4%	- -	- -	- -	2 1%	3 3%

Table 46-4
Legislative Worry Matrix.

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIF		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVTMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL ASKED	400	197	121	73	64	55	55	39	231	90	47	26	154	163	80	149	54	100	51	100	218	
	100%	49%	30%	18%	16%	14%	14%	10%	58%	23%	12%	7%	39%	41%	20%	37%	23%	43%	22%	43%	54%	
LEGISLATIVE WORRY (TOTAL)																						
0	70	41	18	12	11	1	9	6	52	10	4	4	17	27	25	16	9	10	3	14	47	
	18%	21%	14%	16%	17%	1%	17%	15%	23%	11%	8%	14%	11%	16%	31%	11%	16%	10%	6%	14%	21%	
1+	330	156	103	61	53	54	45	33	179	80	43	23	137	136	55	133	45	90	48	86	171	
	82%	79%	86%	84%	83%	99%	83%	85%	77%	89%	92%	86%	89%	84%	69%	89%	84%	90%	94%	86%	79%	
2+	296	141	98	58	44	49	36	32	158	73	41	20	131	119	44	123	43	83	44	82	150	
	74%	72%	81%	79%	69%	89%	65%	81%	68%	80%	87%	78%	85%	73%	55%	83%	79%	83%	86%	82%	69%	
3+	250	114	83	50	38	43	30	29	129	69	33	16	107	106	34	107	37	63	40	76	118	
	62%	58%	69%	69%	59%	78%	55%	73%	56%	76%	70%	63%	70%	65%	43%	72%	69%	63%	78%	76%	54%	
4+	157	66	54	34	23	24	19	17	77	44	21	12	72	61	22	69	20	59	24	47	76	
	39%	33%	45%	46%	36%	44%	34%	43%	33%	49%	45%	45%	47%	38%	27%	46%	38%	59%	47%	47%	35%	
5+	88	36	33	18	8	9	11	9	40	30	10	7	37	39	10	44	14	38	14	26	37	
	22%	18%	27%	25%	13%	17%	20%	24%	17%	33%	22%	25%	24%	24%	12%	30%	26%	38%	27%	26%	17%	
ALL SIX	45	21	17	10	8	3	7	4	19	16	7	3	19	20	6	23	10	15	9	9	15	
	11%	11%	14%	14%	12%	5%	14%	10%	8%	18%	14%	11%	13%	12%	7%	15%	18%	15%	18%	9%	7%	
LEGISLATIVE WORRY (VERY)																						
0	202	104	53	41	39	22	28	18	125	41	22	9	54	98	49	64	23	39	24	43	119	
	51%	53%	44%	56%	61%	40%	51%	47%	54%	45%	47%	35%	35%	60%	62%	43%	43%	39%	47%	43%	54%	
1+	198	93	68	32	25	33	26	21	106	50	25	17	100	65	31	85	31	61	27	57	99	
	49%	47%	56%	44%	39%	60%	49%	53%	46%	55%	53%	65%	65%	40%	38%	57%	57%	61%	53%	57%	46%	
2+	137	61	53	22	15	19	16	16	73	34	15	13	79	40	17	61	21	40	21	45	64	
	34%	31%	44%	30%	24%	35%	30%	42%	32%	38%	32%	50%	51%	24%	22%	41%	39%	40%	41%	45%	29%	
3+	94	36	38	15	8	11	11	12	52	26	8	8	55	28	12	40	14	36	17	35	41	
	24%	18%	31%	21%	12%	20%	21%	31%	22%	28%	16%	31%	35%	17%	15%	27%	26%	36%	33%	35%	19%	
4+	43	14	19	6	4	7	7	5	24	12	3	3	21	18	4	17	6	22	6	12	19	
	11%	7%	16%	8%	6%	13%	13%	12%	10%	13%	7%	11%	14%	11%	5%	12%	11%	22%	12%	12%	9%	
5+	16	6	8	2	1	2	1	1	11	2	1	2	5	9	2	4	2	6	2	2	9	
	4%	3%	7%	3%	2%	4%	1%	2%	5%	3%	2%	8%	4%	5%	2%	3%	3%	6%	4%	2%	4%	
ALL SIX	5	3	3	1	1	-	-	-	2	1	1	1	2	2	1	2	1	3	1	-	1	
	1%	2%	3%	2%	2%	-	-	-	1%	1%	2%	4%	1%	1%	1%	2%	2%	3%	2%	-	1%	

Table 46-5
Legislative Worry Matrix.

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS			
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE=TOTAL ASKED	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
LEGISLATIVE WORRY (TOTAL)																			
0	70 18%	34 14%	35 16%	32 14%	34 17%	20 12%	25 15%	19 13%	19 11%	44 21%	28 15%	39 21%	27 15%	40 19%	15 12%	50 20%	17 15%	34 26%	19 12%
1+	330 82%	200 86%	190 84%	190 86%	165 83%	147 88%	141 85%	131 87%	151 89%	163 79%	166 85%	151 79%	160 85%	166 81%	113 88%	204 80%	99 85%	97 74%	134 88%
2+	296 74%	183 78%	171 76%	174 79%	150 75%	138 83%	129 78%	118 78%	136 80%	146 70%	149 77%	133 70%	146 78%	147 71%	102 80%	183 72%	90 77%	86 66%	120 78%
3+	250 62%	154 66%	149 66%	152 68%	128 64%	121 72%	110 66%	106 71%	118 69%	120 58%	133 68%	106 56%	125 67%	121 59%	87 68%	154 61%	80 69%	69 53%	100 65%
4+	157 39%	91 39%	90 40%	90 41%	74 37%	75 45%	70 42%	67 44%	75 44%	76 37%	85 44%	68 36%	81 43%	74 36%	51 40%	100 39%	50 43%	44 33%	63 41%
5+	88 22%	46 20%	51 23%	52 24%	39 20%	41 25%	40 24%	38 26%	46 27%	41 20%	48 25%	39 20%	47 25%	40 19%	28 22%	55 22%	33 29%	27 21%	28 18%
ALL SIX	45 11%	22 9%	29 13%	28 13%	19 10%	22 13%	22 13%	20 13%	22 13%	21 10%	21 11%	24 13%	17 9%	28 13%	13 10%	29 11%	13 11%	15 12%	17 11%
LEGISLATIVE WORRY (VERY)																			
0	202 51%	110 47%	104 46%	97 44%	104 52%	77 46%	79 47%	66 44%	81 48%	107 52%	96 50%	98 52%	99 53%	98 48%	60 47%	129 51%	58 50%	73 56%	71 47%
1+	198 49%	123 53%	121 54%	125 56%	96 48%	91 54%	88 53%	84 56%	89 52%	100 48%	98 50%	92 48%	89 47%	108 52%	68 53%	125 49%	58 50%	58 44%	82 53%
2+	137 34%	91 39%	83 37%	86 39%	63 32%	65 39%	59 35%	58 38%	65 38%	69 33%	66 34%	67 35%	57 30%	80 39%	44 34%	91 36%	43 37%	44 33%	51 33%
3+	94 24%	62 27%	55 24%	58 26%	48 24%	43 26%	37 22%	42 28%	49 29%	43 21%	49 25%	44 23%	37 20%	57 28%	27 21%	65 26%	33 28%	26 20%	35 23%
4+	43 11%	29 12%	27 12%	25 11%	18 9%	22 13%	19 11%	20 13%	24 14%	20 10%	23 12%	19 10%	21 11%	22 11%	13 10%	28 11%	15 13%	10 8%	18 12%
5+	16 4%	7 3%	9 4%	10 4%	7 3%	7 4%	9 5%	7 5%	9 5%	7 4%	8 4%	8 4%	7 4%	9 4%	4 3%	11 4%	4 3%	3 3%	9 6%
ALL SIX	5 1%	2 1%	3 2%	2 1%	1 -	2 1%	3 2%	2 2%	1 -	4 2%	1 1%	4 2%	1 1%	4 2%	- -	5 2%	- -	3 3%	2 1%

Table 46-6
Legislative Worry Matrix.

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL ASKED	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
LEGISLATIVE WORRY (TOTAL)							
0	36 12%	9 16%	5 11%	5 10%	3 6%	2 5%	11 23%
1+	269 88%	45 84%	44 89%	45 90%	48 94%	48 95%	39 77%
2+	251 82%	43 79%	37 75%	45 90%	44 86%	47 94%	35 70%
3+	217 71%	37 69%	33 67%	30 60%	40 78%	41 83%	35 70%
4+	150 49%	20 38%	32 64%	27 53%	24 47%	28 57%	19 37%
5+	93 30%	14 26%	25 50%	13 26%	14 27%	20 41%	6 12%
ALL SIX	43 14%	10 18%	5 11%	10 20%	9 18%	7 14%	2 4%
LEGISLATIVE WORRY (VERY)							
0	129 42%	23 43%	21 41%	18 37%	24 47%	19 37%	25 49%
1+	176 58%	31 57%	29 59%	32 63%	27 53%	31 63%	25 51%
2+	127 42%	21 39%	24 47%	17 33%	21 41%	27 54%	17 35%
3+	102 33%	14 26%	21 42%	15 30%	17 33%	23 46%	12 24%
4+	47 15%	6 11%	14 28%	8 17%	6 12%	6 12%	6 12%
5+	11 4%	2 3%	4 8%	2 3%	2 4%	2 4%	- -
ALL SIX	5 2%	1 2%	3 5%	- -	1 2%	- -	- -

Table 47-1

QUESTION X1A:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The ban on non-competes

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE-TOTAL ASKED	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-63	-18	-18	-2	-6	-19	-36	-27	-12	-27	-18	-28	-19	-15	-9	-14	-8	-9	-9	-53	-19	-18	-17	-5
	-16%	-13%	-21%	-3%	-15%	-23%	-16%	-16%	-8%	-22%	-18%	-14%	-16%	-21%	-12%	-25%	-17%	-23%	-13%	-16%	-12%	-15%	-21%	-21%
MAJOR EFFECT	27	10	3	7	2	4	14	13	8	5	14	10	8	9	6	2	1	4	5	22	9	12	3	3
	7%	7%	4%	14%	5%	5%	6%	8%	6%	4%	13%	5%	7%	13%	7%	4%	3%	12%	7%	7%	6%	10%	4%	12%
MINOR EFFECT	90	29	21	8	9	23	50	40	20	33	32	38	27	24	15	17	9	13	14	74	28	30	20	8
	23%	20%	24%	17%	20%	29%	22%	23%	14%	26%	31%	18%	23%	34%	19%	30%	20%	35%	20%	23%	18%	26%	24%	33%
NO EFFECT	269	96	61	32	29	52	157	112	108	88	54	149	80	35	57	35	34	20	50	216	116	75	58	13
	67%	69%	70%	66%	67%	64%	69%	65%	75%	69%	53%	73%	67%	51%	71%	61%	77%	54%	69%	67%	72%	63%	69%	52%
DON'T KNOW/UNSURE	13	5	2	1	4	2	7	7	7	1	2	7	4	2	2	3	-	-	3	10	7	1	3	1
	3%	4%	2%	3%	9%	2%	3%	4%	5%	1%	2%	4%	4%	2%	2%	5%	-	-	4%	3%	4%	1%	3%	3%

Table 47-2

QUESTION X1A:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The ban on non-competes

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					CONF																			
BASE=TOTAL ASKED	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
*D/S (MAJOR EFFECT - MINOR EFFECT)	-63	-29	-22	-50	-12	-2	-37	-23	-7	-36	-19	-12	-27	-23	-9	-34	-18	-17	-16	-29	-2	-47	-6	-9
	-16%	-19%	-13%	-16%	-16%	-5%	-22%	-14%	-14%	-16%	-16%	-12%	-17%	-17%	-10%	-21%	-13%	-15%	-18%	-16%	-5%	-14%	-26%	-19%
MAJOR EFFECT	27	9	15	24	3	3	8	15	1	19	6	8	10	9	6	10	11	9	6	12	4	18	1	8
	7%	6%	9%	7%	4%	7%	5%	9%	2%	9%	5%	8%	6%	7%	7%	6%	7%	8%	7%	6%	8%	6%	6%	17%
MINOR EFFECT	90	38	37	74	15	6	45	38	8	55	25	19	36	32	14	44	29	27	23	41	6	65	8	16
	23%	25%	22%	23%	20%	11%	27%	23%	16%	25%	21%	20%	23%	24%	17%	27%	20%	23%	24%	22%	14%	20%	31%	36%
NO EFFECT	269	102	112	214	51	40	111	106	39	139	85	63	109	91	59	104	103	76	62	125	35	229	16	20
	67%	67%	67%	67%	70%	82%	66%	64%	80%	62%	71%	66%	68%	67%	71%	63%	70%	64%	67%	69%	78%	71%	63%	44%
DON'T KNOW/UNSURE	13	4	4	8	5	-	3	7	1	9	3	6	4	3	4	6	4	6	2	5	-	12	-	2
	3%	3%	2%	2%	6%	-	2%	4%	2%	4%	3%	6%	3%	2%	5%	3%	3%	5%	2%	3%	-	4%	-	3%

Table 47-3

QUESTION X1A:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The ban on non-competes

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL ASKED	400	316	84	83	86	124	88	102	132	77	132	118	110	86	61	52	39	19	294	99
	100%	79%	21%	21%	22%	31%	22%	26%	33%	19%	33%	30%	27%	21%	15%	13%	10%	5%	73%	25%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-63	-50	-13	-20	-18	-13	-9	-12	-24	-8	-24	-27	-23	-11	-7	-11	-6	1	-50	-14
	-16%	-16%	-16%	-24%	-20%	-10%	-10%	-12%	-18%	-11%	-18%	-23%	-21%	-13%	-12%	-21%	-16%	4%	-17%	-14%
MAJOR EFFECT	27	22	5	3	7	13	4	5	7	11	10	5	8	6	3	2	1	2	19	7
	7%	7%	6%	4%	8%	10%	5%	5%	5%	14%	8%	5%	7%	7%	5%	4%	4%	12%	6%	7%
MINOR EFFECT	90	72	18	23	24	25	13	18	30	19	34	33	30	17	10	13	8	1	68	21
	23%	23%	21%	28%	28%	20%	15%	17%	23%	24%	26%	28%	28%	20%	17%	26%	20%	7%	23%	21%
NO EFFECT	269	211	58	54	53	81	68	76	92	44	82	76	67	60	47	35	29	15	198	67
	67%	67%	69%	65%	61%	65%	77%	74%	70%	57%	62%	64%	61%	70%	78%	67%	73%	81%	67%	67%
DON'T KNOW/UNSURE	13	10	3	3	2	6	3	4	3	3	5	5	4	3	-	2	1	-	8	4
	3%	3%	4%	3%	3%	5%	3%	4%	2%	4%	4%	4%	4%	4%	-	4%	3%	-	3%	4%

Table 47-4

QUESTION X1A:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The ban on non-competes

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVTMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL ASKED	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-63 -16%	-24 -12%	-22 -18%	-16 -22%	-7 -11%	-5 -9%	-14 -25%	-6 -15%	-34 -15%	-20 -22%	-10 -22%	1 4%	-27 -17%	-30 -19%	-4 -6%	-29 -19%	-13 -25%	-9 -9%	-10 -20%	-23 -23%	-33 -15%
MAJOR EFFECT	27 7%	16 8%	9 7%	5 7%	5 8%	4 7%	2 3%	4 9%	10 4%	10 11%	3 6%	5 19%	10 6%	13 8%	4 5%	15 10%	2 3%	17 17%	2 4%	5 5%	14 6%
MINOR EFFECT	90 23%	39 20%	31 26%	21 29%	12 19%	9 17%	15 28%	9 24%	43 19%	30 33%	13 28%	4 15%	37 24%	43 26%	9 11%	44 30%	15 28%	26 26%	12 24%	29 29%	46 21%
NO EFFECT	269 67%	137 69%	77 63%	45 62%	46 71%	40 73%	35 65%	24 62%	171 74%	49 54%	28 60%	17 67%	101 65%	102 63%	65 81%	85 57%	36 67%	48 48%	34 67%	61 61%	152 70%
DON'T KNOW/UNSURE	13 3%	5 3%	4 4%	2 2%	2 3%	2 3%	2 4%	2 5%	7 3%	2 2%	3 6%	- -	7 4%	5 3%	2 2%	4 3%	1 2%	8 8%	3 6%	4 4%	6 3%

Table 47-5

QUESTION X1A:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The ban on non-competes

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
	BASE=TOTAL ASKED	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-63 -16%	-30 -13%	-40 -18%	-43 -19%	-35 -18%	-32 -19%	-31 -19%	-25 -17%	-33 -19%	-30 -15%	-34 -17%	-31 -17%	-29 -16%	-33 -16%	-26 -20%	-32 -13%	-25 -22%	-24 -19%	-14 -9%
MAJOR EFFECT	27 7%	16 7%	15 7%	14 6%	8 4%	18 11%	12 7%	13 9%	12 7%	14 7%	15 8%	9 5%	20 10%	7 4%	11 9%	16 6%	9 7%	6 4%	13 8%
MINOR EFFECT	90 23%	46 20%	55 24%	57 26%	44 22%	49 29%	43 26%	39 26%	45 27%	44 21%	49 25%	40 21%	49 26%	40 19%	36 28%	48 19%	34 29%	30 23%	27 17%
NO EFFECT	269 67%	167 72%	149 66%	145 66%	142 71%	98 59%	110 66%	95 63%	110 65%	144 70%	124 64%	134 71%	112 60%	153 74%	75 59%	182 72%	71 62%	92 70%	106 69%
DON'T KNOW/UNSURE	13 3%	4 2%	7 3%	5 2%	5 3%	2 1%	1 1%	3 2%	3 2%	6 3%	6 3%	6 3%	7 4%	6 3%	5 4%	7 3%	2 2%	3 3%	8 5%

Table 47-6

QUESTION X1A:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The ban on non-competes

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL ASKED	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-56 -18%	-13 -25%	-13 -26%	4 7%	-10 -20%	-17 -35%	-6 -12%
MAJOR EFFECT	26 9%	2 3%	7 14%	10 20%	2 4%	4 7%	2 4%
MINOR EFFECT	82 27%	15 28%	20 39%	7 13%	12 24%	21 42%	8 16%
NO EFFECT	180 59%	36 67%	23 47%	25 50%	34 67%	23 47%	38 76%
DON'T KNOW/UNSURE	16 5%	1 2%	- -	8 17%	3 6%	2 4%	2 5%

Table 48-1

QUESTION X1B:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

Cannabis in the workplace and limits on being able to regulate it

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE-TOTAL ASKED	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-38	-6	-14	-2	-6	-10	-21	-18	-3	-17	-16	-13	-15	-12	-9	-10	-8	-6	-9	-31	-1	-6	-17	-9
	-10%	-4%	-17%	-4%	-15%	-12%	-9%	-10%	-2%	-13%	-16%	-7%	-12%	-18%	-11%	-18%	-17%	-16%	-12%	-10%	-1%	-5%	-20%	-36%
MAJOR EFFECT	58	19	7	12	7	14	25	33	18	18	19	23	23	10	10	12	3	7	11	46	28	22	8	-
	15%	13%	7%	24%	17%	17%	11%	19%	13%	14%	19%	11%	19%	15%	13%	21%	6%	18%	16%	14%	17%	19%	10%	-
MINOR EFFECT	97	25	21	13	14	24	46	51	21	35	35	36	38	23	19	22	11	13	20	77	29	28	25	9
	24%	18%	24%	28%	32%	29%	20%	30%	15%	27%	35%	18%	31%	33%	24%	40%	24%	34%	28%	24%	18%	24%	30%	36%
NO EFFECT	237	93	57	23	22	43	150	87	103	74	45	139	58	35	46	22	30	16	40	193	101	66	49	15
	59%	66%	65%	48%	51%	52%	66%	51%	71%	58%	44%	68%	49%	50%	58%	39%	68%	43%	55%	60%	63%	55%	58%	64%
DON'T KNOW/UNSURE	5	4	-	-	-	1	4	1	-	-	3	3	-	2	3	-	1	1	-	5	1	3	1	-
	1%	3%	-	-	-	1%	2%	1%	-	-	3%	2%	-	2%	3%	-	3%	3%	-	2%	1%	2%	1%	-
REFUSED	3	-	3	-	-	-	3	-	2	-	-	2	1	-	2	-	-	1	1	2	2	-	1	-
	1%	-	3%	-	-	-	1%	-	1%	-	-	1%	1%	-	2%	-	-	2%	1%	1%	1%	-	1%	-

Table 48-2

QUESTION X1B:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

Cannabis in the workplace and limits on being able to regulate it

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					CONF																			
BASE=TOTAL ASKED	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
*D/S (MAJOR EFFECT - MINOR EFFECT)	-38	-20	-21	-41	4	-4	-19	-14	-6	-13	-17	-19	-3	-16	-22	-7	-11	-12	2	-28	-8	-28	-5	-7
	-10%	-13%	-13%	-13%	6%	-8%	-12%	-9%	-13%	-6%	-14%	-19%	-2%	-12%	-26%	-4%	-7%	-10%	2%	-15%	-18%	-9%	-19%	-17%
MAJOR EFFECT	58	19	21	40	18	4	21	32	3	47	9	8	33	17	3	36	19	17	19	22	5	46	4	6
	15%	13%	12%	12%	25%	9%	12%	19%	6%	21%	8%	9%	21%	13%	3%	22%	13%	14%	21%	12%	11%	14%	18%	14%
MINOR EFFECT	97	39	42	81	14	8	40	46	9	59	26	27	36	34	24	43	29	29	17	50	13	74	9	14
	24%	25%	25%	25%	19%	16%	24%	28%	19%	27%	22%	28%	23%	25%	29%	26%	20%	25%	19%	27%	29%	23%	37%	30%
NO EFFECT	237	92	101	192	41	37	103	85	37	111	83	60	86	83	56	81	96	68	56	106	27	197	11	24
	59%	60%	60%	60%	56%	75%	62%	51%	76%	50%	69%	63%	54%	61%	67%	49%	65%	58%	60%	58%	58%	61%	45%	53%
DON'T KNOW/UNSURE	5	2	3	5	-	-	1	3	-	4	1	-	3	1	-	3	1	2	-	3	-	3	-	2
	1%	1%	2%	2%	-	-	1%	2%	-	2%	1%	-	2%	1%	-	2%	1%	2%	-	2%	-	1%	-	4%
REFUSED	3	1	2	3	-	-	2	-	-	2	1	1	1	1	-	1	2	1	-	2	1	3	-	-
	1%	1%	1%	1%	-	-	1%	-	-	1%	1%	1%	1%	1%	-	1%	1%	1%	-	1%	2%	1%	-	-

Table 48-3

QUESTION X1B:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

Cannabis in the workplace and limits on being able to regulate it

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL ASKED	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-38 -10%	-29 -9%	-9 -11%	-14 -17%	-19 -22%	-12 -9%	8 10%	-10 -10%	-1 -1%	-15 -19%	-7 -6%	-11 -9%	-23 -21%	-8 -9%	-11 -19%	-7 -14%	-6 -16%	2 13%	-30 -10%	-10 -10%
MAJOR EFFECT	58 15%	51 16%	7 8%	7 8%	9 11%	24 19%	16 18%	7 7%	27 20%	11 14%	23 18%	14 12%	15 14%	17 20%	10 17%	5 10%	4 10%	4 23%	38 13%	18 18%
MINOR EFFECT	97 24%	81 26%	16 19%	21 25%	28 33%	36 29%	8 9%	16 16%	28 21%	26 33%	31 23%	26 22%	39 35%	24 29%	22 36%	13 24%	10 26%	2 9%	69 23%	28 28%
NO EFFECT	237 59%	180 57%	57 68%	56 67%	49 57%	61 49%	60 68%	77 75%	77 59%	37 48%	76 58%	78 66%	53 49%	41 48%	28 46%	34 65%	25 64%	11 62%	180 61%	52 52%
DON'T KNOW/UNSURE	5 1%	2 1%	3 3%	- -	- -	3 2%	2 3%	1 1%	- -	3 4%	- -	- -	1 1%	2 2%	1 2%	- -	- -	1 6%	4 1%	1 1%
REFUSED	3 1%	2 1%	1 1%	- -	- -	1 1%	2 2%	1 1%	- -	1 1%	2 1%	- -	1 1%	2 2%	- -	- -	- -	- -	3 1%	- -

Table 48-4

QUESTION XI.B:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

Cannabis in the workplace and limits on being able to regulate it

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIF	COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVTMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL ASKED	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-38 -10%	-16 -8%	-14 -12%	-14 -19%	-11 -17%	-5 -9%	1 2%	-4 -9%	-12 -5%	-11 -13%	-10 -22%	- 1%	-14 -9%	-15 -9%	-8 -10%	-20 -13%	-8 -15%	9 9%	-6 -12%	-13 -13%	-19 -9%
MAJOR EFFECT	58 15%	26 13%	21 17%	8 10%	6 10%	12 21%	10 19%	5 14%	32 14%	14 16%	8 17%	5 18%	32 21%	20 12%	6 8%	25 17%	9 16%	32 32%	9 18%	15 15%	24 11%
MINOR EFFECT	97 24%	42 21%	35 29%	22 30%	17 27%	17 30%	10 17%	9 23%	44 19%	26 28%	18 39%	4 17%	45 29%	35 22%	14 18%	45 30%	17 31%	22 22%	15 29%	27 28%	43 20%
NO EFFECT	237 59%	127 65%	62 51%	41 57%	40 62%	25 45%	33 61%	25 63%	149 65%	49 54%	21 44%	17 66%	74 48%	104 64%	58 72%	77 52%	27 51%	46 46%	27 53%	55 55%	145 67%
DON'T KNOW/UNSURE	5 1%	1 1%	3 2%	2 2%	1 2%	1 2%	1 2%	- -	3 1%	2 2%	- -	- -	2 1%	2 1%	1 1%	2 1%	- -	- -	- -	2 2%	4 2%
REFUSED	3 1%	1 -	1 1%	1 1%	- -	1 1%	- -	- -	3 1%	- -	- -	- -	1 1%	2 1%	- -	- -	1 2%	- -	- -	- -	2 1%

Table 48-5

QUESTION X1B:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

Cannabis in the workplace and limits on being able to regulate it

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
	BASE=TOTAL ASKED	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-38 -10%	-14 -6%	-23 -10%	-18 -8%	-24 -12%	-11 -6%	-22 -13%	-16 -11%	-10 -6%	-25 -12%	-26 -13%	-10 -5%	-34 -18%	-3 -1%	-20 -16%	-18 -7%	-12 -10%	-12 -9%	-15 -10%
MAJOR EFFECT	58 15%	41 18%	35 16%	39 18%	22 11%	32 19%	24 14%	27 18%	30 18%	28 13%	28 14%	30 16%	21 11%	38 18%	16 13%	40 16%	16 14%	16 12%	26 17%
MINOR EFFECT	97 24%	55 23%	58 26%	57 26%	46 23%	42 25%	46 27%	43 29%	40 24%	53 25%	54 28%	40 21%	55 29%	41 20%	36 29%	57 23%	28 24%	28 21%	41 27%
NO EFFECT	237 59%	136 58%	126 56%	123 55%	128 64%	90 54%	94 57%	79 53%	98 57%	124 60%	110 57%	115 61%	110 59%	122 59%	72 56%	154 61%	70 61%	85 65%	82 54%
DON'T KNOW/UNSURE	5 1%	2 1%	4 2%	3 1%	2 1%	3 2%	3 2%	2 1%	2 1%	2 1%	3 1%	2 1%	2 1%	3 2%	2 2%	2 1%	2 1%	1 1%	2 1%
REFUSED	3 1%	-	1 -	-	1 -	-	-	-	1 1%	1 -	-	3 1%	-	3 1%	1 1%	2 1%	-	1 1%	2 1%

Table 48-6

QUESTION XI.B:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

Cannabis in the workplace and limits on being able to regulate it

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 6

----- GREATER MN REGION -----
 REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL ASKED	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-17 -6%	-8 -15%	3 5%	7 13%	-6 -12%	-9 -17%	-4 -8%
MAJOR EFFECT	64 21%	9 16%	15 30%	17 33%	9 18%	8 16%	7 13%
MINOR EFFECT	82 27%	17 31%	12 25%	10 20%	15 29%	17 33%	11 22%
NO EFFECT	156 51%	27 51%	22 45%	23 47%	27 53%	25 51%	30 60%
DON'T KNOW/UNSURE	2 1%	- -	- -	- -	- -	- -	2 5%
REFUSED	1 -	1 2%	- -	- -	- -	- -	- -

Table 49-1

QUESTION X1C:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The new requirements on an employer for paid sick and safe time

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE-TOTAL ASKED	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-35	-17	-8	-7	-	-3	-24	-10	-10	-10	-13	-13	-3	-20	8	1	-9	-10	-11	-27	2	4	-28	-8
	-9%	-12%	-9%	-15%	1%	-4%	-11%	-6%	-7%	-8%	-13%	-7%	-3%	-28%	10%	1%	-20%	-26%	-15%	-8%	1%	3%	-33%	-32%
MAJOR EFFECT	118	36	22	14	18	28	58	60	39	41	30	54	45	17	33	21	10	7	20	94	52	45	14	5
	29%	26%	25%	29%	41%	34%	26%	35%	27%	33%	29%	26%	38%	24%	42%	37%	21%	20%	27%	29%	32%	37%	16%	22%
MINOR EFFECT	152	53	30	21	17	32	82	70	49	51	43	67	49	36	25	21	19	17	31	122	50	41	41	13
	38%	38%	34%	44%	40%	38%	36%	40%	34%	41%	42%	33%	41%	52%	32%	36%	42%	46%	42%	38%	31%	34%	49%	54%
NO EFFECT	123	47	35	13	8	20	82	41	54	34	28	77	25	16	21	14	15	12	21	101	55	34	27	6
	31%	34%	40%	27%	19%	25%	36%	24%	38%	27%	28%	38%	21%	24%	26%	25%	34%	32%	29%	31%	34%	28%	32%	25%
DON'T KNOW/UNSURE	4	2	1	-	-	1	3	1	1	-	1	3	1	-	1	1	-	1	1	3	3	-	1	-
	1%	2%	1%	-	-	1%	1%	1%	1%	-	1%	2%	1%	-	1%	1%	-	3%	1%	1%	2%	-	1%	-
REFUSED	2	1	-	-	-	1	1	1	-	-	-	2	-	-	-	-	1	-	-	2	-	-	1	-
	1%	1%	-	-	-	1%	-	1%	-	-	-	1%	-	-	-	-	3%	-	-	1%	-	-	1%	-

Table 49-2

QUESTION X1C:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The new requirements on an employer for paid sick and safe time

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					CONF																			
BASE=TOTAL ASKED	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-35	-33	-19	-52	16	-13	-27	9	-17	20	-31	-27	19	-27	-27	8	-15	-3	-5	-27	-5	-17	-7	-12
	-9%	-21%	-11%	-16%	22%	-26%	-16%	5%	-35%	9%	-26%	-28%	12%	-19%	-32%	5%	-10%	-3%	-5%	-15%	-10%	-5%	-29%	-28%
MAJOR EFFECT	118	31	47	78	37	4	42	70	2	96	20	15	70	32	10	69	38	35	35	46	11	99	7	10
	29%	20%	28%	24%	51%	8%	25%	43%	5%	43%	16%	15%	44%	23%	12%	42%	25%	30%	38%	25%	24%	31%	26%	23%
MINOR EFFECT	152	64	66	130	21	17	68	62	20	76	51	41	51	58	36	62	53	38	40	73	16	116	14	23
	38%	42%	39%	41%	29%	34%	41%	38%	40%	34%	42%	43%	32%	43%	44%	38%	36%	32%	43%	40%	34%	36%	56%	50%
NO EFFECT	123	56	51	107	15	29	55	29	27	47	49	39	38	43	35	32	53	41	17	64	18	102	5	12
	31%	36%	30%	33%	20%	58%	33%	18%	55%	21%	40%	40%	24%	31%	43%	20%	36%	35%	19%	35%	40%	32%	18%	27%
DON'T KNOW/UNSURE	4	1	2	3	1	-	2	2	-	2	1	1	-	3	1	-	3	2	-	1	1	4	-	-
	1%	1%	1%	1%	1%	-	1%	1%	-	1%	1%	1%	-	2%	1%	-	2%	2%	-	-	2%	1%	-	-
REFUSED	2	1	1	2	-	-	-	1	-	2	-	-	-	1	-	-	1	1	-	-	-	2	-	-
	1%	1%	1%	1%	-	-	-	1%	-	1%	-	-	-	1%	-	-	1%	1%	-	-	-	1%	-	-

Table 49-3

QUESTION X1C:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The new requirements on an employer for paid sick and safe time

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	INFL-ATION	INCR-MAT COSTS	ATTR-ACT WRKRS	UNFAV-BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE-TOTAL ASKED	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-35 -9%	-13 -4%	-22 -26%	-26 -32%	-14 -16%	1 1%	4 4%	-29 -28%	-16 -12%	3 4%	2 2%	-15 -12%	-21 -20%	-2 -2%	9 14%	-22 -43%	-4 -10%	1 4%	-35 -12%	- -
MAJOR EFFECT	118 29%	98 31%	20 23%	18 22%	25 29%	46 37%	23 26%	12 12%	41 31%	31 40%	49 37%	32 27%	28 25%	30 35%	23 37%	9 17%	10 25%	6 32%	80 27%	35 36%
MINOR EFFECT	152 38%	111 35%	41 49%	44 54%	39 45%	44 36%	19 22%	41 41%	57 43%	28 36%	47 35%	47 39%	49 45%	32 37%	14 23%	31 59%	14 35%	5 28%	115 39%	36 36%
NO EFFECT	123 31%	101 32%	22 26%	18 22%	22 26%	34 27%	42 48%	48 47%	34 26%	15 20%	34 26%	38 32%	33 30%	22 26%	23 38%	11 20%	16 40%	6 34%	96 33%	27 27%
DON'T KNOW/UNSURE	4 1%	4 1%	- -	1 1%	- -	- -	3 3%	- -	- -	2 2%	2 2%	- -	- -	1 1%	- -	2 3%	- -	- -	3 1%	- -
REFUSED	2 1%	1 -	1 1%	1 1%	- -	- -	1 1%	- -	- -	1 2%	- -	1 1%	- -	1 1%	1 2%	- -	- -	1 6%	- -	1 1%

Table 49-4

QUESTION X1C:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The new requirements on an employer for paid sick and safe time

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIF	COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVTMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL ASKED	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%	
**D/S (MAJOR EFFECT - MINOR EFFECT)	-35 -9%	-31 -16%	6 5%	-23 -32%	-27 -42%	-9 -17%	-	1 3%	-17 -7%	-11 -12%	-6 -12%	-	14 9%	-35 -21%	-13 -17%	-6 -4%	-5 -10%	-4 -4%	1 2%	3 3%	-27 -13%	
MAJOR EFFECT	118 29%	48 25%	48 40%	15 21%	7 11%	17 30%	17 32%	15 38%	62 27%	29 33%	15 32%	11 41%	65 42%	38 23%	14 17%	53 36%	16 30%	35 35%	22 43%	39 39%	54 25%	
MINOR EFFECT	152 38%	79 40%	42 35%	38 53%	34 53%	26 47%	17 32%	14 35%	78 34%	40 44%	21 45%	10 39%	51 33%	73 45%	27 34%	60 40%	21 39%	39 39%	21 41%	36 36%	81 37%	
NO EFFECT	123 31%	67 34%	30 25%	19 26%	22 34%	12 21%	18 33%	10 24%	86 37%	20 22%	11 23%	5 20%	35 22%	51 31%	38 48%	35 23%	17 31%	24 24%	8 16%	24 24%	79 36%	
DON'T KNOW/UNSURE	4 1%	1 1%	1 1%	-	-	-	1 1%	1 3%	3 1%	1 1%	-	-	2 1%	1 1%	1 1%	1 1%	-	2 2%	-	2 2%	3 1%	
REFUSED	2 1%	1 1%	-	-	1 2%	1 2%	1 2%	-	2 1%	-	-	-	1 1%	-	-	-	-	-	-	-	1 1%	1 1%

Table 49-5

QUESTION X1C:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The new requirements on an employer for paid sick and safe time

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-	COMP	SAFE	FLEX	INDUS	BENE-	CAREER	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-	REST
		LIFE BAL	SALARY	ENVIR	SHIFTS	-TRY LEADER	FITS	GROWTH											
BASE=TOTAL ASKED	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-35 -9%	-4 -2%	-6 -3%	-2 -1%	-26 -13%	-16 -10%	-11 -7%	-4 -3%	-3 -2%	-23 -11%	-13 -7%	-13 -7%	-33 -18%	2 1%	-19 -15%	-12 -5%	2 1%	-10 -8%	-26 -17%
MAJOR EFFECT	118 29%	79 34%	75 33%	77 35%	57 29%	53 32%	53 32%	51 34%	60 35%	55 27%	60 31%	56 29%	49 26%	69 33%	36 28%	79 31%	41 35%	36 27%	41 27%
MINOR EFFECT	152 38%	83 35%	81 36%	79 36%	83 42%	69 42%	64 38%	56 37%	63 37%	78 38%	74 38%	69 36%	82 44%	67 32%	55 43%	91 36%	39 34%	45 35%	68 44%
NO EFFECT	123 31%	72 31%	66 30%	65 29%	57 29%	44 26%	50 30%	42 28%	47 28%	68 33%	58 30%	61 32%	55 29%	66 32%	33 26%	82 32%	36 31%	47 36%	41 26%
DON'T KNOW/UNSURE	4 1%	- -	2 1%	- -	2 1%	- -	1 -	1 -	- -	4 2%	2 1%	2 1%	2 1%	2 1%	3 3%	1 -	- -	2 1%	2 1%
REFUSED	2 1%	- -	1 1%	1 1%	- -	- -	- -	- -	- -	1 1%	- -	2 1%	- -	2 1%	- -	1 -	- -	1 1%	1 1%

Table 49-6

QUESTION X1C:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The new requirements on an employer for paid sick and safe time

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	REGION					
		IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL ASKED	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-6 -2%	-5 -10%	14 28%	-18 -37%	1 2%	2 5%	1 1%
MAJOR EFFECT	112 37%	16 30%	25 50%	10 20%	22 43%	25 49%	14 28%
MINOR EFFECT	117 38%	21 39%	11 22%	28 57%	21 41%	22 45%	13 27%
NO EFFECT	72 24%	17 31%	14 28%	10 20%	8 16%	3 6%	20 41%
DON'T KNOW/UNSURE	3 1%	-	-	2 3%	-	-	2 4%
REFUSED	1 -	-	-	-	-	-	1 1%

Table 50-1

QUESTION X1D:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The costs associated with funding the new paid family and medical leave program through a new payroll tax, split between employer and employee

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE					
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE-TOTAL ASKED	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-18	-	-11	5	-7	-5	-11	-7	1	-7	-12	-10	5	-15	10	1	-4	-5	-7	-14	12	4	-24	-3
	-5%	-	-12%	11%	-17%	-7%	-5%	-4%	1%	-5%	-12%	-5%	4%	-22%	13%	2%	-9%	-13%	-10%	-4%	8%	3%	-28%	-14%
MAJOR EFFECT	127	46	23	18	14	27	69	59	43	43	34	57	51	18	35	21	13	10	21	103	54	49	16	5
	32%	33%	26%	37%	32%	33%	30%	34%	30%	34%	33%	28%	42%	26%	44%	37%	30%	27%	29%	32%	34%	41%	19%	23%
MINOR EFFECT	145	46	33	12	21	32	80	66	42	50	46	67	45	33	25	20	18	15	28	117	42	45	40	9
	36%	33%	38%	26%	49%	39%	35%	38%	29%	39%	45%	33%	38%	48%	31%	35%	39%	41%	39%	36%	26%	38%	48%	37%
NO EFFECT	114	43	27	16	8	20	70	44	52	30	22	72	20	17	20	16	10	11	21	92	55	24	26	9
	29%	31%	31%	34%	18%	24%	31%	26%	36%	24%	22%	35%	17%	25%	25%	28%	23%	29%	28%	29%	35%	20%	30%	37%
DON'T KNOW/UNSURE	11	4	4	1	-	2	8	3	6	3	-	6	4	1	-	-	2	1	3	8	9	1	1	1
	3%	3%	4%	3%	-	2%	4%	2%	4%	3%	-	3%	3%	2%	-	-	5%	3%	4%	3%	5%	1%	1%	3%
REFUSED	2	1	-	-	-	1	1	1	-	-	-	2	-	-	-	-	1	-	-	2	-	-	1	-
	1%	1%	-	-	-	1%	-	1%	-	-	-	1%	-	-	-	-	3%	-	-	1%	-	-	1%	-

Table 50-2

QUESTION X1D:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The costs associated with funding the new paid family and medical leave program through a new payroll tax, split between employer and employee

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					CONF																			
BASE=TOTAL ASKED	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-18	-29	-19	-48	26	-12	-24	21	-11	29	-31	-29	29	-15	-27	25	-14	-9	9	-19	-1	-4	-2	-13
	-5%	-19%	-12%	-15%	35%	-23%	-14%	13%	-23%	13%	-26%	-30%	18%	-11%	-33%	15%	-10%	-8%	10%	-11%	-2%	-1%	-10%	-29%
MAJOR EFFECT	127	31	52	83	40	5	44	75	6	98	24	16	74	37	14	76	36	32	41	52	12	107	9	9
	32%	20%	31%	26%	54%	10%	27%	46%	12%	44%	20%	16%	46%	27%	17%	46%	25%	27%	44%	29%	26%	33%	36%	20%
MINOR EFFECT	145	60	72	131	14	16	68	54	17	69	54	44	45	53	41	51	51	41	32	71	12	112	11	22
	36%	39%	43%	41%	19%	33%	41%	33%	35%	31%	45%	46%	28%	38%	50%	31%	34%	35%	35%	39%	27%	35%	46%	49%
NO EFFECT	114	56	39	95	18	25	49	31	25	48	39	32	35	45	24	32	57	39	18	54	21	92	3	14
	29%	37%	23%	30%	24%	51%	30%	19%	51%	21%	33%	33%	22%	33%	29%	19%	39%	33%	20%	30%	47%	28%	14%	30%
DON'T KNOW/UNSURE	11	5	3	9	3	3	5	3	1	6	3	4	5	1	3	6	2	5	1	5	-	10	1	-
	3%	4%	2%	3%	3%	6%	3%	2%	2%	3%	2%	5%	3%	1%	4%	4%	1%	4%	1%	3%	-	3%	5%	-
REFUSED	2	1	1	2	-	-	-	1	-	2	-	-	-	1	-	-	1	1	-	-	-	2	-	-
	1%	1%	1%	1%	-	-	-	1%	-	1%	-	-	-	1%	-	-	1%	1%	-	-	-	1%	-	-

Table 50-3

QUESTION X1D:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The costs associated with funding the new paid family and medical leave program through a new payroll tax, split between employer and employee

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL ASKED	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-18 -5%	-17 -5%	-1 -2%	-17 -20%	-13 -15%	7 6%	5 6%	-29 -29%	-17 -13%	14 18%	6 4%	-10 -8%	-25 -22%	5 5%	12 19%	-11 -22%	4 10%	-1 -6%	-25 -9%	7 7%
MAJOR EFFECT	127 32%	102 32%	25 30%	20 25%	25 29%	48 39%	29 33%	15 15%	41 31%	36 47%	49 37%	32 27%	29 27%	35 41%	29 47%	14 26%	16 41%	5 26%	85 29%	40 40%
MINOR EFFECT	145 36%	119 38%	26 31%	37 45%	38 44%	41 33%	23 27%	44 44%	58 44%	22 29%	43 33%	42 35%	54 49%	30 35%	17 29%	25 48%	12 31%	6 32%	110 38%	33 33%
NO EFFECT	114 29%	87 28%	27 32%	21 25%	21 25%	33 26%	32 36%	39 38%	29 22%	16 21%	36 27%	39 33%	24 22%	18 21%	14 22%	14 26%	11 28%	6 30%	90 31%	23 23%
DON'T KNOW/UNSURE	11 3%	7 2%	5 6%	3 4%	2 2%	3 2%	3 4%	4 4%	3 2%	1 1%	4 3%	4 3%	2 2%	1 2%	- -	- -	- -	1 5%	8 3%	3 3%
REFUSED	2 1%	1 -	1 1%	1 1%	- -	- -	1 1%	- -	- -	1 2%	- -	1 1%	- -	1 1%	1 2%	- -	- -	1 6%	- -	1 1%

Table 50-4

QUESTION X1D:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The costs associated with funding the new paid family and medical leave program through a new payroll tax, split between employer and employee

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVTMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL ASKED	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-18 -5%	-21 -11%	8 6%	-8 -11%	-7 -11%	-11 -20%	-4 -8%	1 3%	-11 -5%	-	-8 -18%	2 9%	30 19%	-41 -25%	-7 -9%	-3 -2%	7 13%	-	-9 -18%	11 11%	-15 -7%
MAJOR EFFECT	127 32%	54 28%	48 40%	24 32%	17 27%	18 33%	15 27%	15 37%	70 30%	35 39%	13 27%	9 34%	73 47%	36 22%	18 22%	53 36%	23 43%	36 36%	17 33%	42 42%	63 29%
MINOR EFFECT	145 36%	75 38%	40 33%	31 43%	24 37%	29 53%	19 34%	14 35%	80 35%	35 39%	21 45%	6 25%	43 28%	77 47%	25 32%	56 38%	16 30%	36 36%	26 51%	31 31%	78 36%
NO EFFECT	114 29%	61 31%	28 23%	18 25%	21 33%	6 10%	20 37%	10 25%	73 32%	19 21%	12 26%	7 28%	33 21%	48 29%	33 42%	36 24%	14 26%	20 20%	8 16%	24 24%	67 31%
DON'T KNOW/UNSURE	11 3%	5 2%	5 4%	-	1 1%	1 1%	-	1 3%	5 2%	1 1%	1 2%	3 13%	5 3%	3 2%	3 4%	3 2%	1 2%	8 8%	-	1 1%	8 4%
REFUSED	2 1%	1 1%	-	-	1 2%	1 2%	1 2%	-	2 1%	-	-	-	1 1%	-	-	-	-	-	-	2 2%	1 1%

Table 50-5

QUESTION X1D:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The costs associated with funding the new paid family and medical leave program through a new payroll tax, split between employer and employee

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP	SAFE	FLEX	INDUS	BENE-	CAREER	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL	SALARY	ENVIR	SHIFTS	-TRY LEADER	FITS	GROWTH											
BASE=TOTAL ASKED	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-18 -5%	-16 -7%	-6 -3%	-4 -2%	-16 -8%	-16 -9%	-5 -3%	-6 -4%	-12 -7%	-1 -1%	-14 -7%	-4 -2%	-18 -10%	2 1%	-9 -7%	-6 -2%	-10 -8%	-3 -2%	-5 -3%
MAJOR EFFECT	127 32%	79 34%	81 36%	81 37%	65 33%	55 33%	60 36%	54 36%	59 34%	65 31%	63 32%	59 31%	59 31%	68 33%	42 33%	81 32%	38 33%	38 29%	52 34%
MINOR EFFECT	145 36%	94 40%	86 38%	85 38%	81 41%	71 42%	65 39%	61 40%	71 41%	66 32%	77 40%	63 33%	77 41%	66 32%	51 40%	87 34%	48 41%	41 31%	57 37%
NO EFFECT	114 29%	55 23%	54 24%	53 24%	47 24%	39 23%	41 25%	33 22%	38 22%	68 33%	48 25%	61 32%	49 26%	63 30%	31 25%	76 30%	28 24%	48 37%	38 25%
DON'T KNOW/UNSURE	11 3%	5 2%	3 1%	2 1%	6 3%	2 1%	1 1%	2 1%	3 2%	7 3%	6 3%	5 2%	4 2%	7 4%	3 2%	8 3%	2 2%	4 3%	5 3%
REFUSED	2 1%	- -	1 1%	1 1%	- -	- -	- -	- -	- -	1 1%	- -	2 1%	- -	2 1%	- -	1 -	- -	1 1%	1 1%

Table 50-6

QUESTION X1D:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The costs associated with funding the new paid family and medical leave program through a new payroll tax, split between employer and employee

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL ASKED	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (MAJOR EFFECT - MINOR EFFECT)	10 3%	7 13%	7 14%	-7 -13%	-9 -18%	11 22%	- -
MAJOR EFFECT	118 39%	23 43%	20 39%	17 33%	17 33%	25 49%	17 35%
MINOR EFFECT	109 36%	16 30%	12 25%	23 47%	26 51%	14 27%	17 35%
NO EFFECT	66 22%	14 26%	15 30%	5 10%	8 16%	9 18%	14 29%
DON'T KNOW/UNSURE	9 3%	1 2%	3 5%	5 10%	- -	1 1%	- -
REFUSED	2 1%	- -	- -	- -	- -	2 4%	1 1%

Table 51-1

QUESTION XI.E:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The requirement that small businesses must contribute to employees' paid leave at the same rate as larger corporations

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE					
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE-TOTAL ASKED	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (MAJOR EFFECT - MINOR EFFECT)	11	1	5	1	6	-2	6	5	16	10	-16	32	-6	-16	15	3	-	-1	7	1	27	5	-19	-1
	3%	1%	6%	2%	14%	-3%	3%	3%	11%	8%	-16%	16%	-5%	-24%	19%	5%	-	-2%	10%	-	17%	4%	-22%	-5%
MAJOR EFFECT	135	41	29	18	19	29	70	66	53	49	25	81	41	12	33	22	13	13	30	102	65	44	17	6
	34%	29%	33%	37%	44%	35%	31%	38%	37%	38%	24%	40%	34%	17%	41%	38%	28%	33%	41%	32%	40%	37%	20%	25%
MINOR EFFECT	124	39	24	16	13	31	63	60	38	39	41	49	47	28	18	19	13	13	23	101	38	39	35	7
	31%	28%	28%	34%	30%	38%	28%	35%	26%	31%	40%	24%	39%	40%	22%	33%	28%	35%	31%	31%	24%	33%	42%	30%
NO EFFECT	137	59	31	14	11	21	91	46	53	37	34	74	31	27	29	16	20	11	20	115	55	36	30	11
	34%	42%	36%	29%	26%	25%	40%	27%	37%	29%	34%	36%	26%	39%	36%	28%	44%	29%	28%	36%	34%	30%	36%	44%
DON'T KNOW/UNSURE	4	1	2	-	-	1	3	1	-	2	2	-	2	3	-	1	-	1	-	4	3	-	1	-
	1%	1%	3%	-	-	1%	1%	1%	-	2%	2%	-	1%	4%	-	1%	-	2%	-	1%	2%	-	2%	-

Table 51-2

QUESTION X1E:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The requirement that small businesses must contribute to employees' paid leave at the same rate as larger corporations

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					NOT CONF																			
BASE=TOTAL ASKED	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (MAJOR EFFECT - MINOR EFFECT)	11	-20	7	-13	22	-3	-21	38	-6	29	-7	-21	34	-5	-8	32	-14	17	3	-10	-12	26	-6	-11
	3%	-13%	4%	-4%	30%	-7%	-13%	23%	-13%	13%	-5%	-22%	22%	-4%	-10%	19%	-10%	15%	4%	-5%	-25%	8%	-23%	-24%
MAJOR EFFECT	135	31	61	92	40	8	38	84	7	99	30	18	76	39	17	78	38	43	37	54	8	122	4	7
	34%	20%	36%	29%	54%	17%	23%	51%	13%	45%	25%	18%	48%	29%	21%	48%	26%	36%	40%	29%	18%	38%	18%	16%
MINOR EFFECT	124	51	54	105	18	12	59	46	13	70	36	38	42	44	25	46	52	25	33	63	20	96	10	18
	31%	33%	32%	33%	24%	24%	36%	28%	26%	32%	30%	40%	26%	32%	31%	28%	35%	22%	36%	35%	43%	30%	41%	40%
NO EFFECT	137	69	52	120	15	28	69	34	29	51	55	38	41	53	39	38	57	49	22	63	17	105	9	18
	34%	45%	31%	38%	21%	58%	41%	20%	58%	23%	45%	40%	26%	39%	47%	23%	39%	42%	24%	35%	38%	32%	37%	41%
DON'T KNOW/UNSURE	4	3	1	3	1	1	1	1	1	2	-	2	-	1	1	1	1	-	-	3	1	2	1	1
	1%	2%	-	1%	1%	2%	-	-	3%	1%	-	2%	-	1%	1%	1%	-	-	-	1%	2%	-	5%	3%

Table 51-3

QUESTION X1E:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The requirement that small businesses must contribute to employees' paid leave at the same rate as larger corporations

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL ASKED	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
**D/S (MAJOR EFFECT - MINOR EFFECT)	11 3%	7 2%	4 5%	-8 -10%	-8 -9%	16 13%	11 12%	-24 -23%	-	17 22%	24 18%	-2 -2%	-9 -9%	6 8%	13 21%	3 6%	6 15%	3 15%	4 2%	7 7%
MAJOR EFFECT	135 34%	104 33%	31 37%	23 27%	26 31%	54 43%	26 30%	14 14%	44 34%	38 50%	57 43%	37 31%	29 26%	34 40%	27 45%	15 30%	15 39%	9 47%	97 33%	36 36%
MINOR EFFECT	124 31%	97 31%	27 32%	31 37%	34 40%	37 30%	16 18%	38 37%	44 34%	22 28%	34 25%	39 33%	38 35%	28 33%	15 24%	12 24%	9 24%	6 31%	92 31%	29 30%
NO EFFECT	137 34%	111 35%	25 30%	29 35%	25 29%	34 27%	43 49%	50 49%	42 32%	16 21%	40 30%	41 35%	42 38%	23 27%	19 31%	23 45%	14 37%	4 22%	103 35%	32 32%
DON'T KNOW/UNSURE	4 1%	3 1%	1 1%	-	-	-	3 3%	-	1 1%	1 1%	1 1%	1 1%	-	1 1%	-	1 1%	-	-	2 1%	2 2%

Table 51-4

QUESTION XI.E:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The requirement that small businesses must contribute to employees' paid leave at the same rate as larger corporations

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF	COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVTMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL ASKED	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (MAJOR EFFECT - MINOR EFFECT)	11 3%	2 1%	22 18%	1 1%	-10 -15%	-2 -4%	-2 -3%	2 6%	13 5%	-7 -7%	-4 -8%	8 31%	30 19%	-23 -14%	5 6%	3 2%	2 3%	6 6%	3 6%	18 18%	4 2%
MAJOR EFFECT	135 34%	61 31%	52 43%	25 34%	15 23%	19 35%	16 29%	15 39%	78 34%	30 33%	13 28%	13 50%	71 46%	42 26%	22 27%	54 36%	19 36%	39 39%	21 41%	47 47%	66 30%
MINOR EFFECT	124 31%	58 30%	30 25%	24 33%	25 38%	21 39%	17 32%	13 33%	65 28%	37 41%	17 35%	5 19%	41 27%	65 40%	17 21%	50 34%	18 33%	33 33%	18 35%	29 29%	62 28%
NO EFFECT	137 34%	78 40%	38 31%	23 32%	25 38%	15 27%	21 38%	11 28%	84 37%	22 25%	17 37%	8 31%	41 26%	56 35%	39 48%	44 30%	16 30%	27 27%	12 24%	24 24%	87 40%
DON'T KNOW/UNSURE	4 1%	- -	2 1%	1 1%	- -	- -	1 1%	- -	3 1%	1 1%	- -	- -	2 1%	- -	3 3%	- -	1 2%	- -	- -	- -	3 1%

Table 51-5

QUESTION X1E:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The requirement that small businesses must contribute to employees' paid leave at the same rate as larger corporations

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP	SAFE	FLEX	INDUS	BENE-	CAREER	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL	SALARY	ENVIR	SHIFTS	-TRY LEADER	FITS	GROWTH											
BASE=TOTAL ASKED	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
**D/S (MAJOR EFFECT - MINOR EFFECT)	11 3%	11 5%	5 2%	10 4%	6 3%	7 4%	-1 -1%	11 7%	7 4%	5 3%	1 -	13 7%	-14 -7%	28 14%	2 1%	14 6%	4 3%	7 5%	1 -
MAJOR EFFECT	135 34%	82 35%	76 34%	79 35%	66 33%	59 36%	53 32%	54 36%	63 37%	67 32%	66 34%	65 34%	52 28%	83 40%	40 32%	91 36%	41 35%	41 32%	53 34%
MINOR EFFECT	124 31%	71 31%	71 31%	69 31%	60 30%	53 32%	54 32%	43 28%	56 33%	62 30%	65 34%	52 27%	66 35%	55 27%	39 30%	77 30%	37 32%	35 26%	52 34%
NO EFFECT	137 34%	78 33%	78 34%	74 33%	70 35%	54 32%	59 36%	53 35%	51 30%	77 37%	61 31%	71 37%	67 35%	68 33%	49 38%	83 33%	36 31%	53 41%	47 31%
DON'T KNOW/UNSURE	4 1%	2 1%	1 -	- -	3 1%	1 1%	1 -	1 -	1 1%	2 1%	1 1%	2 1%	3 2%	1 -	- -	3 1%	1 1%	2 1%	1 1%

Table 51-6

QUESTION XI.E:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The requirement that small businesses must contribute to employees' paid leave at the same rate as larger corporations

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 6

----- GREATER MN REGION -----
 REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL ASKED	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (MAJOR EFFECT - MINOR EFFECT)	28 9%	2 3%	4 8%	2 3%	3 6%	15 30%	3 6%
MAJOR EFFECT	127 42%	19 36%	21 42%	18 37%	21 41%	28 56%	19 39%
MINOR EFFECT	98 32%	18 33%	17 34%	17 33%	18 35%	13 26%	16 33%
NO EFFECT	79 26%	16 30%	12 25%	15 30%	12 24%	9 19%	14 29%
DON'T KNOW/UNSURE	1 -	1 2%	- -	- -	- -	- -	- -

Table 52-1
 QUESTION XI.F:
 Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The new wage theft law that makes property owners and developers responsible for any wage theft by construction subcontractors

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL ASKED	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-35	-12	-	3	-9	-17	-12	-23	-	-16	-19	-6	-11	-20	-2	-12	-9	-4	-3	-34	-12	-3	-9	-7
	-9%	-8%	-1%	5%	-21%	-20%	-5%	-13%	-	-13%	-19%	-3%	-9%	-28%	-3%	-21%	-20%	-9%	-4%	-10%	-8%	-3%	-10%	-29%
MAJOR EFFECT	28	6	7	8	2	4	13	14	14	5	6	17	7	3	8	4	-	2	8	18	13	11	4	-
	7%	5%	8%	17%	5%	5%	6%	8%	10%	4%	6%	8%	5%	4%	10%	7%	-	6%	11%	6%	8%	9%	5%	-
MINOR EFFECT	63	18	7	6	11	21	25	38	14	21	25	22	18	23	11	16	9	6	11	52	25	14	13	7
	16%	13%	9%	12%	26%	25%	11%	22%	10%	17%	25%	11%	15%	33%	13%	28%	20%	15%	15%	16%	16%	12%	15%	29%
NO EFFECT	298	114	70	33	30	52	183	115	110	98	70	159	93	42	59	35	34	28	52	243	116	94	63	16
	75%	81%	80%	69%	69%	63%	81%	66%	77%	78%	69%	78%	78%	60%	74%	61%	76%	73%	72%	75%	73%	79%	75%	67%
DON'T KNOW/UNSURE	7	1	1	1	-	4	2	5	3	2	-	3	2	2	2	1	1	1	1	6	4	-	2	1
	2%	1%	1%	1%	-	5%	1%	3%	2%	1%	-	2%	2%	3%	2%	2%	2%	3%	1%	2%	2%	-	3%	4%
REFUSED	4	1	2	-	-	1	3	1	2	-	-	3	1	-	1	1	1	1	1	3	2	-	2	-
	1%	1%	2%	-	-	1%	1%	1%	1%	-	-	2%	1%	-	1%	2%	3%	2%	1%	1%	1%	-	2%	-

Table 52-2

QUESTION XI.F:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The new wage theft law that makes property owners and developers responsible for any wage theft by construction subcontractors

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					5																			
BASE=TOTAL ASKED	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-35	-18	-14	-33	-3	-1	-19	-12	-6	-18	-10	-14	-8	-12	-10	-13	-11	-11	-6	-19	-1	-17	-3	-16
	-9%	-12%	-8%	-10%	-5%	-1%	-11%	-7%	-13%	-8%	-8%	-15%	-5%	-9%	-12%	-8%	-8%	-9%	-6%	-10%	-3%	-5%	-13%	-37%
MAJOR EFFECT	28	9	8	17	10	1	9	18	1	22	5	4	14	10	2	13	12	9	8	11	5	23	1	2
	7%	6%	5%	5%	13%	2%	5%	11%	2%	10%	4%	4%	9%	8%	3%	8%	8%	8%	9%	6%	11%	7%	6%	4%
MINOR EFFECT	63	27	22	50	13	2	27	30	7	40	15	18	22	22	12	26	23	20	14	29	6	40	5	18
	16%	18%	13%	15%	18%	4%	16%	18%	14%	18%	12%	19%	14%	16%	15%	16%	16%	17%	15%	16%	14%	12%	19%	40%
NO EFFECT	298	112	132	244	50	45	125	114	40	157	96	72	120	100	68	119	107	84	69	137	33	252	17	25
	75%	73%	79%	76%	67%	92%	75%	69%	82%	70%	79%	75%	75%	73%	82%	73%	73%	72%	74%	75%	72%	78%	66%	56%
DON'T KNOW/UNSURE	7	3	3	6	1	1	5	1	-	2	4	2	3	3	-	4	3	1	2	4	2	5	2	-
	2%	2%	2%	2%	2%	2%	3%	1%	-	1%	3%	2%	2%	2%	-	2%	2%	1%	2%	2%	3%	2%	9%	-
REFUSED	4	1	3	4	-	-	1	1	1	2	1	1	1	1	-	1	2	3	-	1	-	4	-	-
	1%	1%	2%	1%	-	-	1%	1%	2%	1%	1%	1%	1%	1%	-	1%	1%	3%	-	-	-	1%	-	-

Table 52-3

QUESTION X1F:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The new wage theft law that makes property owners and developers responsible for any wage theft by construction subcontractors

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL ASKED	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-35 -9%	-28 -9%	-7 -9%	-8 -10%	-20 -23%	-11 -9%	2 2%	-8 -8%	-8 -6%	-11 -14%	-15 -11%	-16 -14%	-21 -19%	3 3%	-3 -5%	-7 -14%	-1 -3%	-	-27 -9%	-5 -5%
MAJOR EFFECT	28 7%	22 7%	5 6%	5 6%	2 2%	9 7%	10 11%	1 1%	11 9%	8 11%	10 7%	8 7%	3 3%	10 12%	5 8%	1 1%	3 8%	2 13%	18 6%	9 9%
MINOR EFFECT	63 16%	50 16%	13 15%	13 15%	22 25%	20 16%	8 9%	9 9%	20 15%	19 25%	24 19%	25 21%	24 22%	7 9%	8 13%	8 16%	4 11%	2 11%	46 16%	14 15%
NO EFFECT	298 75%	238 75%	60 71%	64 78%	62 72%	90 72%	67 76%	90 88%	98 74%	46 59%	94 71%	82 69%	82 74%	67 78%	45 73%	42 81%	32 81%	13 69%	224 76%	70 71%
DON'T KNOW/UNSURE	7 2%	3 1%	4 5%	1 2%	1 1%	3 2%	2 3%	1 1%	2 2%	2 2%	2 1%	2 2%	1 1%	- -	2 3%	1 2%	- -	- -	3 1%	4 4%
REFUSED	4 1%	2 1%	2 2%	- -	- -	2 2%	2 2%	1 1%	- -	2 3%	2 1%	1 1%	- -	2 2%	1 2%	- -	- -	1 6%	3 1%	1 1%

Table 52-4

QUESTION XI.F:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The new wage theft law that makes property owners and developers responsible for any wage theft by construction subcontractors

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVTMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL ASKED	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-35 -9%	-17 -9%	-10 -9%	-13 -17%	-5 -8%	-5 -10%	-5 -8%	-10 -26%	-7 -3%	-13 -14%	-10 -21%	-5 -17%	-12 -8%	-15 -9%	-8 -10%	-25 -17%	-1 -2%	-14 -14%	-10 -20%	-21 -21%	-12 -6%
MAJOR EFFECT	28 7%	8 4%	12 10%	2 3%	3 5%	3 5%	3 5%	1 2%	16 7%	6 7%	2 4%	2 8%	12 8%	13 8%	3 4%	9 6%	6 11%	8 8%	3 6%	2 2%	12 5%
MINOR EFFECT	63 16%	25 13%	22 18%	15 21%	9 13%	8 15%	7 14%	11 28%	23 10%	19 22%	12 26%	7 25%	24 16%	28 17%	11 13%	34 23%	7 13%	23 23%	13 25%	24 24%	24 11%
NO EFFECT	298 75%	160 81%	85 70%	55 75%	51 80%	42 76%	42 77%	27 70%	184 80%	63 70%	32 68%	16 61%	112 73%	120 74%	63 79%	103 69%	36 67%	62 62%	35 69%	67 67%	178 82%
DON'T KNOW/UNSURE	7 2%	2 1%	2 2%	1 1%	- -	- -	- -	- -	3 1%	1 1%	1 2%	2 7%	4 3%	- -	3 4%	3 2%	4 7%	6 6%	- -	6 6%	2 1%
REFUSED	4 1%	2 1%	- -	1 1%	1 2%	2 3%	2 4%	- -	4 2%	- -	- -	- -	1 1%	3 2%	- -	- -	1 2%	- -	- -	1 1%	2 1%

Table 52-5

QUESTION XI.F:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The new wage theft law that makes property owners and developers responsible for any wage theft by construction subcontractors

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP	SAFE	FLEX	INDUS	BENE-	CAREER	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL	SALARY	ENVIR	SHIFTS	-TRY LEADER	FITS	GROWTH											
BASE=TOTAL ASKED	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-35 -9%	-15 -6%	-12 -6%	-17 -8%	-13 -6%	-18 -11%	-14 -9%	-14 -9%	-24 -14%	-6 -3%	-27 -14%	-8 -4%	-23 -12%	-12 -6%	-13 -10%	-22 -9%	-21 -18%	-5 -4%	-9 -6%
MAJOR EFFECT	28 7%	17 7%	17 8%	16 7%	15 7%	12 7%	13 8%	13 9%	13 7%	15 7%	12 6%	15 8%	12 7%	15 7%	9 7%	18 7%	7 6%	9 7%	12 8%
MINOR EFFECT	63 16%	32 14%	29 13%	33 15%	27 14%	30 18%	27 16%	27 18%	36 21%	21 10%	38 20%	23 12%	36 19%	27 13%	21 17%	39 16%	28 24%	14 11%	21 14%
NO EFFECT	298 75%	179 77%	174 77%	168 76%	151 76%	123 73%	125 75%	107 71%	119 70%	164 79%	141 73%	144 76%	138 73%	155 75%	93 73%	192 76%	80 69%	102 78%	115 75%
DON'T KNOW/UNSURE	7 2%	5 2%	3 1%	3 1%	4 2%	3 2%	2 1%	3 2%	1 1%	6 3%	3 2%	4 2%	2 1%	6 3%	3 2%	4 2%	1 1%	4 3%	2 1%
REFUSED	4 1%	- -	2 1%	1 1%	2 1%	- -	- -	- -	1 1%	1 1%	- -	4 2%	- -	4 2%	2 2%	1 -	- -	1 1%	3 2%

Table 52-6

QUESTION XI.F:

Thinking about some of these issues, I will read you a few short descriptions of developments coming out of last year's legislative session, and I want to know whether it affected your business, and if so, how much.

The new wage theft law that makes property owners and developers responsible for any wage theft by construction subcontractors

How much did this development affect your business? Would you say it had a major effect, minor effect, or no effect on your business?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL ASKED	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (MAJOR EFFECT - MINOR EFFECT)	-47 -15%	-1 -2%	-4 -9%	-10 -20%	-10 -20%	-15 -30%	-7 -13%
MAJOR EFFECT	20 7%	6 11%	7 14%	2 3%	3 6%	1 1%	2 4%
MINOR EFFECT	67 22%	7 13%	11 22%	12 23%	13 25%	15 31%	8 17%
NO EFFECT	201 66%	36 67%	31 61%	32 63%	35 69%	33 67%	34 67%
DON'T KNOW/UNSURE	16 5%	4 7%	1 3%	5 10%	-	1 1%	5 11%
REFUSED	1 -	1 2%	-	-	-	-	1 1%

Table 53-1
 QUESTION X2:
 Do you think these legislative developments have made Minnesota more attractive or less attractive for businesses, or does it have no real effect one way or the other?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL ASKED	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (MORE ATTRACTIVE - LESS ATTRACTIVE)	-228	-74	-50	-18	-25	-60	-125	-103	-80	-73	-64	-108	-83	-37	-54	-44	-29	-22	-39	-186	-96	-81	-34	-10
	-57%	-53%	-58%	-38%	-59%	-73%	-55%	-60%	-55%	-58%	-63%	-53%	-69%	-54%	-68%	-78%	-65%	-58%	-53%	-58%	-60%	-68%	-41%	-41%
TOTAL MORE ATTRACTIVE	32	15	4	6	4	2	19	12	11	12	5	19	5	6	3	2	-	3	7	25	11	9	9	3
	8%	11%	5%	13%	9%	3%	8%	7%	7%	10%	5%	9%	4%	8%	3%	4%	-	8%	9%	8%	7%	7%	11%	12%
TOTAL LESS ATTRACTIVE	259	89	55	24	29	62	144	116	90	86	69	127	87	43	57	46	29	25	45	211	107	90	43	13
	65%	63%	63%	50%	68%	76%	63%	67%	63%	68%	68%	62%	73%	62%	71%	82%	65%	66%	62%	65%	67%	75%	51%	52%
MUCH MORE ATTRACTIVE	6	4	1	1	-	-	6	1	1	4	-	6	-	-	-	-	-	1	1	5	3	2	1	-
	2%	3%	1%	2%	-	-	2%	1%	1%	3%	-	3%	-	-	-	-	-	3%	1%	2%	2%	2%	1%	-
SOMEWHAT MORE ATTRACTIVE	25	10	3	5	4	2	14	12	9	8	5	13	5	6	3	2	-	2	6	19	8	6	8	3
	6%	7%	4%	11%	9%	3%	6%	7%	7%	6%	5%	6%	4%	8%	3%	4%	-	5%	8%	6%	5%	5%	9%	12%
SOMEWHAT LESS ATTRACTIVE	78	32	12	3	8	23	44	33	22	29	22	32	33	12	11	18	8	11	11	65	24	28	15	6
	19%	23%	14%	6%	18%	28%	20%	19%	16%	23%	21%	15%	27%	17%	14%	31%	17%	28%	15%	20%	15%	24%	18%	24%
MUCH LESS ATTRACTIVE	182	56	43	21	22	40	99	83	68	57	48	96	54	32	46	28	21	14	34	146	84	62	28	7
	45%	40%	49%	44%	51%	48%	44%	48%	47%	45%	47%	47%	45%	45%	57%	50%	47%	38%	47%	45%	52%	52%	33%	29%
NO EFFECT ONE WAY OR THE OTHER	96	32	24	16	8	16	57	39	35	26	25	47	26	19	19	8	15	10	20	75	33	21	29	8
	24%	23%	28%	32%	18%	20%	25%	23%	25%	20%	24%	23%	22%	27%	24%	15%	34%	25%	27%	23%	21%	17%	35%	32%
TOO SOON TO SAY/DON'T KNOW	7	3	1	1	1	-	5	2	3	1	2	4	1	1	1	-	1	-	-	7	3	-	3	-
	2%	2%	2%	2%	2%	-	2%	1%	2%	1%	2%	2%	1%	2%	1%	-	2%	-	-	2%	2%	-	3%	-
REFUSED	6	1	2	1	1	1	3	4	5	2	-	6	1	-	1	-	-	-	1	5	5	-	-	1
	2%	1%	2%	3%	2%	1%	1%	2%	3%	1%	-	3%	1%	-	1%	-	-	-	2%	2%	3%	-	-	4%

Table 53-2
 QUESTION X2:
 Do you think these legislative developments have made Minnesota more attractive or less attractive for businesses, or does it have no real effect one way or the other?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					74																			
BASE=TOTAL ASKED	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (MORE ATTRACTIVE - LESS ATTRACTIVE)	-228	-72	-92	-165	-59	-6	-82	-131	-10	-175	-42	-40	-115	-72	-34	-129	-64	-73	-64	-86	-16	-191	-18	-19
	-57%	-47%	-55%	-51%	-80%	-13%	-49%	-79%	-20%	-79%	-35%	-41%	-73%	-53%	-41%	-79%	-44%	-62%	-69%	-47%	-35%	-59%	-72%	-43%
TOTAL MORE ATTRACTIVE	32	13	17	30	2	8	19	4	8	9	14	11	8	11	9	6	15	7	4	21	6	24	1	4
	8%	9%	10%	9%	2%	16%	11%	3%	17%	4%	11%	11%	5%	8%	11%	3%	10%	6%	4%	11%	13%	7%	6%	10%
TOTAL LESS ATTRACTIVE	259	85	109	195	61	14	101	135	18	184	56	51	123	83	43	135	79	80	68	107	22	215	19	24
	65%	56%	65%	61%	82%	29%	61%	82%	37%	83%	46%	53%	78%	61%	52%	82%	54%	68%	73%	59%	48%	66%	78%	53%
MUCH MORE ATTRACTIVE	6	3	3	6	-	2	4	-	2	1	3	4	1	1	3	1	2	4	-	2	-	6	-	-
	2%	2%	2%	2%	-	4%	3%	-	4%	1%	3%	4%	1%	1%	4%	1%	1%	4%	-	1%	-	2%	-	-
SOMEWHAT MORE ATTRACTIVE	25	10	14	23	2	6	15	4	6	8	11	7	7	10	6	4	13	3	4	18	6	18	1	4
	6%	6%	8%	7%	2%	12%	9%	3%	13%	3%	9%	7%	4%	7%	3%	9%	2%	4%	10%	13%	13%	5%	6%	10%
SOMEWHAT LESS ATTRACTIVE	78	36	30	66	11	8	41	26	6	34	37	21	28	29	17	34	26	23	18	35	6	64	8	4
	19%	23%	18%	21%	15%	16%	25%	16%	12%	15%	31%	22%	18%	21%	21%	21%	18%	19%	19%	19%	14%	20%	30%	9%
MUCH LESS ATTRACTIVE	182	50	79	128	50	7	60	109	12	150	19	30	95	54	26	101	53	57	50	72	15	150	12	20
	45%	32%	47%	40%	67%	13%	36%	66%	25%	67%	15%	31%	60%	39%	31%	62%	36%	49%	54%	39%	33%	46%	48%	44%
NO EFFECT ONE WAY OR THE OTHER	96	49	37	86	9	26	43	22	21	23	47	33	22	39	28	19	49	26	18	52	16	74	4	15
	24%	32%	22%	27%	12%	53%	26%	13%	43%	10%	39%	35%	14%	28%	34%	11%	33%	23%	19%	28%	35%	23%	16%	34%
TOO SOON TO SAY/DON'T KNOW	7	2	4	7	-	1	1	-	1	2	2	-	2	2	3	1	1	3	1	1	1	5	-	1
	2%	2%	2%	2%	-	2%	-	-	3%	1%	2%	-	1%	2%	3%	1%	1%	2%	1%	1%	2%	2%	-	3%
REFUSED	6	3	1	4	2	-	3	3	-	5	2	1	4	2	-	4	3	1	2	2	1	6	-	-
	2%	2%	1%	1%	3%	-	2%	2%	-	2%	2%	1%	2%	1%	-	2%	2%	1%	2%	1%	2%	2%	-	-

Table 53-3
 QUESTION X2:
 Do you think these legislative developments have made Minnesota more attractive or less attractive for businesses, or does it have no real effect one way or the other?

BANNER 3

	GENDER			AGE			2025 PROJECTION					FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	INFL-ATION	INCR MAT COSTS	ATTR-ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL ASKED	400	316	84	83	86	124	88	102	132	77	132	118	110	86	61	52	39	19	294	99
	100%	79%	21%	21%	22%	31%	22%	26%	33%	19%	33%	30%	27%	21%	15%	13%	10%	5%	73%	25%
**D/S (MORE ATTRACTIVE - LESS ATTRACTIVE)	-228	-186	-42	-42	-45	-80	-50	-15	-86	-60	-97	-63	-56	-65	-36	-21	-24	-13	-153	-71
	-57%	-59%	-50%	-51%	-53%	-65%	-57%	-15%	-65%	-78%	-73%	-53%	-51%	-76%	-59%	-40%	-60%	-72%	-52%	-72%
TOTAL MORE ATTRACTIVE	32	25	7	6	11	6	8	19	7	2	6	11	7	4	5	6	2	-	27	4
	8%	8%	8%	7%	12%	5%	9%	18%	5%	2%	5%	9%	6%	4%	8%	11%	5%	-	9%	4%
TOTAL LESS ATTRACTIVE	259	211	49	48	56	86	58	34	92	62	103	74	63	69	41	27	26	13	180	75
	65%	67%	58%	58%	65%	70%	65%	33%	70%	81%	78%	62%	58%	80%	68%	51%	66%	72%	61%	76%
MUCH MORE ATTRACTIVE	6	4	2	-	1	2	3	3	1	-	-	1	-	-	3	-	2	-	5	1
	2%	1%	3%	-	1%	2%	4%	3%	1%	-	-	1%	-	-	5%	-	5%	-	2%	1%
SOMEWHAT MORE ATTRACTIVE	25	20	5	6	10	4	4	15	6	2	6	9	7	4	2	6	-	-	21	3
	6%	6%	6%	7%	11%	3%	5%	15%	4%	2%	5%	8%	6%	4%	3%	11%	-	-	7%	3%
SOMEWHAT LESS ATTRACTIVE	78	59	19	23	12	24	15	15	35	16	28	23	24	14	12	11	7	3	58	18
	19%	19%	22%	27%	14%	19%	17%	15%	26%	21%	21%	20%	22%	17%	20%	21%	19%	18%	20%	18%
MUCH LESS ATTRACTIVE	182	152	30	25	44	63	42	18	58	46	75	51	39	54	29	16	18	10	122	57
	45%	48%	36%	30%	51%	51%	48%	18%	44%	60%	57%	43%	36%	63%	48%	31%	47%	54%	42%	58%
NO EFFECT ONE WAY OR THE OTHER	96	70	26	27	19	27	19	48	29	9	19	30	35	12	12	19	10	4	77	18
	24%	22%	31%	33%	21%	22%	21%	47%	22%	11%	14%	26%	32%	14%	20%	36%	26%	22%	26%	18%
TOO SOON TO SAY/DON'T KNOW	7	5	1	1	-	2	2	1	1	1	-	2	2	1	-	-	-	1	6	1
	2%	2%	1%	1%	-	2%	2%	1%	1%	1%	-	2%	2%	1%	-	-	-	6%	2%	1%
REFUSED	6	5	1	1	1	2	2	1	2	3	3	1	3	-	2	1	1	-	5	1
	2%	2%	1%	1%	1%	2%	2%	1%	2%	4%	2%	1%	3%	-	4%	2%	3%	-	2%	1%

Table 53-4
 QUESTION X2:
 Do you think these legislative developments have made Minnesota more attractive or less attractive for businesses, or does it have no real effect one way or the other?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE		
BASE=TOTAL ASKED	400	197	121	73	64	55	55	39	231	90	47	26	154	163	80	149	54	100	51	100	218		
	100%	49%	30%	18%	16%	14%	14%	10%	58%	23%	12%	7%	39%	41%	20%	37%	23%	43%	22%	43%	54%		
**D/S (MORE ATTRACTIVE - LESS ATTRACTIVE)	-228	-104	-83	-32	-27	-32	-29	-24	-124	-52	-30	-18	-112	-88	-24	-96	-36	-66	-28	-70	-119		
	-57%	-53%	-69%	-43%	-41%	-58%	-52%	-60%	-54%	-57%	-64%	-70%	-73%	-54%	-30%	-64%	-67%	-66%	-55%	-70%	-55%		
TOTAL MORE ATTRACTIVE	32	19	4	8	6	1	6	2	23	5	3	1	5	13	14	7	2	7	4	2	18		
	8%	10%	4%	11%	10%	3%	12%	6%	10%	5%	6%	4%	3%	8%	17%	5%	3%	7%	8%	2%	8%		
TOTAL LESS ATTRACTIVE	259	124	87	40	33	34	35	26	147	57	33	19	117	101	38	103	38	74	32	72	138		
	65%	63%	72%	55%	51%	61%	64%	66%	64%	62%	70%	74%	76%	62%	48%	69%	70%	74%	63%	72%	63%		
MUCH MORE ATTRACTIVE	6	4	-	-	1	-	1	-	5	-	-	1	1	-	5	-	-	1	-	-	6		
	2%	2%	-	-	2%	-	2%	-	2%	-	-	4%	1%	-	7%	-	-	1%	-	-	3%		
SOMEWHAT MORE ATTRACTIVE	25	15	4	8	5	1	5	2	17	5	3	-	4	13	8	7	2	6	4	2	13		
	6%	8%	4%	11%	8%	3%	10%	6%	8%	5%	6%	-	3%	8%	11%	5%	3%	6%	8%	2%	6%		
SOMEWHAT LESS ATTRACTIVE	78	36	25	15	10	12	12	3	41	20	10	5	30	34	12	33	8	12	9	29	43		
	19%	18%	20%	20%	15%	21%	22%	8%	18%	22%	22%	18%	19%	21%	15%	22%	15%	12%	18%	29%	20%		
MUCH LESS ATTRACTIVE	182	87	63	26	23	22	23	23	106	37	23	15	88	67	26	70	30	61	23	43	95		
	45%	44%	52%	35%	36%	40%	42%	58%	46%	41%	49%	56%	57%	41%	33%	47%	56%	61%	45%	43%	43%		
NO EFFECT ONE WAY OR THE OTHER	96	48	23	21	25	19	13	11	51	28	10	6	25	47	24	37	13	18	13	21	55		
	24%	24%	19%	29%	39%	35%	24%	28%	22%	31%	22%	22%	16%	29%	31%	25%	25%	18%	25%	21%	25%		
TOO SOON TO SAY/DON'T KNOW	7	3	1	1	-	1	-	-	5	-	1	-	2	2	2	1	-	1	1	4	5		
	2%	2%	1%	2%	-	1%	-	-	2%	-	2%	-	1%	1%	3%	1%	-	1%	2%	4%	2%		
REFUSED	6	3	5	2	-	-	-	-	5	1	-	-	5	1	1	1	1	-	1	1	3		
	2%	2%	4%	3%	-	-	-	-	2%	1%	-	-	3%	1%	1%	1%	2%	-	2%	1%	1%		

Table 53-5
 QUESTION X2:
 Do you think these legislative developments have made Minnesota more attractive or less attractive for businesses, or does it have no real effect one way or the other?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE=TOTAL ASKED	400	233	225	222	199	167	167	150	171	207	194	190	188	206	128	254	116	131	153
	100%	58%	56%	55%	50%	42%	42%	38%	43%	52%	48%	47%	47%	52%	32%	64%	29%	33%	38%
**D/S (MORE ATTRACTIVE - LESS ATTRACTIVE)	-228	-129	-125	-125	-105	-98	-96	-86	-100	-120	-107	-117	-99	-130	-66	-151	-62	-75	-91
	-57%	-55%	-56%	-56%	-53%	-59%	-58%	-57%	-59%	-58%	-55%	-62%	-53%	-63%	-52%	-59%	-53%	-57%	-60%
TOTAL MORE ATTRACTIVE	32	20	21	20	19	13	13	13	14	16	18	12	16	13	13	19	11	10	11
	8%	9%	9%	9%	9%	8%	8%	9%	8%	8%	9%	6%	9%	6%	10%	7%	9%	7%	7%
TOTAL LESS ATTRACTIVE	259	149	146	145	124	111	109	98	114	136	125	129	115	142	79	170	73	84	102
	65%	64%	65%	65%	62%	67%	65%	66%	67%	66%	64%	68%	62%	69%	62%	67%	63%	64%	67%
MUCH MORE ATTRACTIVE	6	3	3	4	2	2	3	2	2	4	4	2	4	2	4	2	2	2	2
	2%	1%	1%	2%	1%	1%	2%	1%	1%	2%	2%	1%	2%	1%	3%	1%	2%	2%	1%
SOMEWHAT MORE ATTRACTIVE	25	17	18	16	17	11	10	11	12	12	13	10	12	10	8	17	9	8	9
	6%	7%	8%	7%	8%	7%	6%	7%	7%	6%	7%	5%	6%	5%	6%	7%	8%	6%	6%
SOMEWHAT LESS ATTRACTIVE	78	45	43	43	39	36	33	30	29	45	31	44	31	46	20	53	14	28	36
	19%	19%	19%	19%	19%	21%	20%	20%	17%	22%	16%	23%	16%	22%	15%	21%	12%	21%	23%
MUCH LESS ATTRACTIVE	182	103	103	102	86	76	76	68	86	91	93	85	85	96	59	117	59	56	67
	45%	44%	46%	46%	43%	45%	46%	45%	50%	44%	48%	45%	45%	47%	46%	46%	51%	43%	43%
NO EFFECT ONE WAY OR THE OTHER	96	57	49	51	49	36	39	32	41	44	47	44	51	44	34	56	31	32	33
	24%	24%	22%	23%	25%	22%	23%	21%	24%	21%	24%	23%	27%	21%	27%	22%	27%	24%	22%
TOO SOON TO SAY/DON'T KNOW	7	4	3	3	3	4	3	3	-	5	3	1	4	2	1	4	-	1	6
	2%	2%	1%	1%	2%	3%	2%	2%	-	2%	2%	-	2%	1%	1%	2%	-	1%	4%
REFUSED	6	4	5	3	4	2	3	4	1	5	2	4	1	6	1	5	1	4	1
	2%	2%	2%	1%	2%	1%	2%	3%	1%	3%	1%	2%	-	3%	1%	2%	1%	3%	1%

Table 53-6
 QUESTION X2:
 Do you think these legislative developments have made Minnesota more attractive or less attractive for businesses, or does it have no real effect one way or the other?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL ASKED	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (MORE ATTRACTIVE - LESS ATTRACTIVE)	-200 -66%	-36 -67%	-28 -56%	-38 -77%	-28 -55%	-39 -78%	-31 -61%
TOTAL MORE ATTRACTIVE -----	15 5%	2 3%	5 11%	2 3%	4 8%	1 1%	2 4%
TOTAL LESS ATTRACTIVE -----	216 71%	38 70%	34 67%	40 80%	32 63%	39 79%	33 65%
MUCH MORE ATTRACTIVE	1 -	- -	1 3%	- -	- -	- -	- -
SOMEWHAT MORE ATTRACTIVE	14 5%	2 3%	4 8%	2 3%	4 8%	1 1%	2 4%
SOMEWHAT LESS ATTRACTIVE	59 19%	8 15%	4 8%	8 17%	9 18%	14 27%	16 31%
MUCH LESS ATTRACTIVE	157 51%	30 56%	29 59%	32 63%	23 45%	26 52%	17 34%
NO EFFECT ONE WAY OR THE OTHER	66 21%	13 25%	10 19%	8 17%	13 25%	8 16%	13 27%
TOO SOON TO SAY/DON'T KNOW	6 2%	- -	1 3%	- -	1 2%	2 4%	2 4%
REFUSED	2 1%	1 2%	- -	- -	1 2%	- -	1 1%

Table 54-1
QUESTION 35:
How many people does your company employ in all its facilities in Minnesota?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
TOTAL UNDER 50	324	109	77	38	37	64	186	138	141	120	44	204	120	-	66	43	35	35	71	251	150	94	58	14
	81%	78%	88%	78%	86%	78%	82%	80%	98%	95%	43%	100%	100%	-	82%	76%	77%	93%	98%	78%	93%	79%	69%	57%
TOTAL 51-100	25	10	3	3	-	9	13	12	3	4	17	-	-	25	8	6	4	1	1	23	1	15	4	3
	6%	7%	3%	7%	-	11%	6%	7%	2%	3%	17%	-	-	36%	10%	10%	10%	4%	2%	7%	1%	13%	5%	12%
TOTAL 101+	45	16	7	6	6	9	24	21	-	3	40	-	-	45	6	8	6	1	-	45	6	8	20	7
	11%	12%	8%	12%	14%	11%	10%	12%	-	2%	40%	-	-	64%	8%	13%	13%	4%	-	14%	4%	6%	24%	31%
UNDER 10	204	73	46	21	24	39	119	85	131	54	5	204	-	-	39	24	24	18	51	151	118	48	29	4
	51%	52%	53%	45%	57%	48%	52%	49%	91%	43%	5%	100%	-	-	48%	42%	52%	49%	70%	47%	74%	40%	35%	18%
11-25	81	23	20	11	8	19	43	39	9	54	14	-	81	-	17	13	7	13	15	66	25	30	18	8
	20%	16%	23%	24%	20%	23%	19%	22%	6%	42%	14%	-	68%	-	21%	22%	15%	35%	21%	21%	16%	25%	22%	33%
26-50	39	13	12	5	4	5	25	14	1	12	25	-	39	-	10	7	4	3	5	33	6	17	10	1
	10%	9%	13%	10%	9%	6%	11%	8%	-	9%	24%	-	32%	-	12%	12%	10%	9%	8%	10%	4%	14%	12%	6%
51-100	25	10	3	3	-	9	13	12	3	4	17	-	-	25	8	6	4	1	1	23	1	15	4	3
	6%	7%	3%	7%	-	11%	6%	7%	2%	3%	17%	-	-	36%	10%	10%	10%	4%	2%	7%	1%	13%	5%	12%
101-150	19	8	-	3	2	6	8	11	-	2	16	-	-	19	3	6	-	1	-	19	6	3	8	-
	5%	6%	-	6%	4%	8%	4%	6%	-	1%	16%	-	-	27%	4%	11%	-	4%	-	6%	4%	2%	10%	-
151 TO 250	9	5	1	1	2	-	6	3	-	-	9	-	-	9	2	-	3	-	-	9	-	3	1	5
	2%	3%	2%	3%	4%	-	3%	2%	-	-	9%	-	-	13%	2%	-	7%	-	-	3%	-	3%	2%	19%
MORE THAN 250	16	3	6	1	3	3	9	7	-	1	15	-	-	16	1	2	3	-	-	16	-	2	10	3
	4%	2%	7%	3%	7%	3%	4%	4%	-	1%	15%	-	-	24%	2%	3%	6%	-	-	5%	-	1%	12%	12%
DON'T KNOW/NOT SURE	2	2	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	2	-
	-	1%	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	2%	-
REFUSED	5	3	-	1	-	-	3	1	-	-	-	-	-	-	-	-	-	-	-	2	3	2	-	-
	1%	2%	-	3%	-	-	1%	1%	-	-	-	-	-	-	-	-	-	-	-	1%	2%	1%	-	-
TOTAL UNDER 10	204	73	46	21	24	39	119	85	131	54	5	204	-	-	39	24	24	18	51	151	118	48	29	4
	51%	52%	53%	45%	57%	48%	52%	49%	91%	43%	5%	100%	-	-	48%	42%	52%	49%	70%	47%	74%	40%	35%	18%
TOTAL 11-50	120	36	31	16	12	24	67	53	10	65	39	-	120	-	27	20	11	16	20	100	31	46	29	9
	30%	26%	36%	34%	29%	30%	30%	31%	7%	52%	38%	-	100%	-	34%	35%	25%	44%	28%	31%	20%	39%	34%	39%
TOTAL 51-150	44	18	3	6	2	16	21	23	3	5	33	-	-	44	11	12	4	3	1	42	7	18	13	3
	11%	13%	3%	13%	4%	19%	9%	13%	2%	4%	33%	-	-	63%	14%	21%	10%	7%	2%	13%	5%	15%	15%	12%
TOTAL 151+	26	8	7	3	5	3	15	10	-	1	24	-	-	26	3	2	6	-	-	26	-	5	12	7
	6%	6%	8%	6%	11%	3%	7%	6%	-	1%	24%	-	-	37%	4%	3%	13%	-	-	8%	-	4%	14%	31%

Table 54-2
QUESTION 35:
How many people does your company employ in all its facilities in Minnesota?

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2024				MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO			EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+		
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45		
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%		
TOTAL UNDER 50	324	108	144	253	66	43	131	134	42	184	93	74	135	110	67	134	120	102	74	144	39	324	-	-		
	81%	71%	86%	79%	90%	86%	79%	81%	85%	83%	77%	77%	85%	80%	81%	82%	81%	87%	79%	79%	86%	100%	-	-		
TOTAL 51-100	25	15	9	24	1	1	14	10	3	13	8	6	12	7	8	14	3	5	9	10	-	-	25	-		
	6%	10%	5%	7%	2%	2%	8%	6%	6%	6%	6%	6%	7%	5%	9%	9%	2%	4%	9%	6%	-	-	100%	-		
TOTAL 101+	45	29	13	42	3	4	20	19	5	24	15	15	11	16	8	14	20	9	10	24	5	-	-	45		
	11%	19%	8%	13%	4%	8%	12%	12%	9%	11%	12%	15%	7%	12%	10%	8%	13%	8%	11%	13%	10%	-	-	100%		
UNDER 10	204	65	92	157	44	27	79	87	29	112	60	41	79	80	40	82	78	66	43	92	29	204	-	-		
	51%	43%	55%	49%	59%	56%	47%	53%	59%	50%	50%	43%	50%	59%	49%	50%	53%	56%	46%	50%	63%	63%	-	-		
11-25	81	26	36	62	18	12	30	34	10	50	20	21	38	22	15	38	28	26	16	38	9	81	-	-		
	20%	17%	21%	19%	24%	24%	18%	21%	21%	22%	17%	22%	24%	16%	18%	23%	19%	22%	17%	21%	20%	25%	-	-		
26-50	39	17	17	34	5	3	22	13	2	22	13	12	18	7	12	14	13	10	15	14	1	39	-	-		
	10%	11%	10%	10%	7%	6%	13%	8%	5%	10%	11%	13%	11%	5%	14%	9%	9%	9%	16%	7%	3%	12%	-	-		
51-100	25	15	9	24	1	1	14	10	3	13	8	6	12	7	8	14	3	5	9	10	-	-	25	-		
	6%	10%	5%	7%	2%	2%	8%	6%	6%	6%	6%	6%	7%	5%	9%	9%	2%	4%	9%	6%	-	-	100%	-		
101-150	19	12	6	17	2	4	4	10	2	12	4	7	6	6	4	6	9	4	3	12	3	-	-	19		
	5%	8%	3%	5%	2%	8%	3%	6%	3%	5%	3%	7%	4%	4%	5%	4%	6%	4%	3%	6%	7%	-	-	42%		
151 TO 250	9	5	3	8	1	-	8	1	-	6	3	2	5	3	-	6	3	3	3	3	-	-	-	9		
	2%	3%	2%	2%	2%	-	5%	1%	-	3%	3%	2%	3%	2%	-	4%	2%	3%	3%	2%	-	-	-	21%		
MORE THAN 250	16	12	4	16	-	-	8	7	3	6	8	6	-	7	4	1	8	2	4	9	2	-	-	16		
	4%	8%	3%	5%	-	-	5%	4%	6%	3%	6%	6%	-	5%	5%	1%	5%	1%	5%	5%	3%	-	-	37%		
DON'T KNOW/NOT SURE	2	-	2	2	-	-	-	-	-	-	2	2	-	-	-	-	2	-	-	2	-	-	-	-		
	-	-	1%	1%	-	-	-	-	-	-	1%	2%	-	-	-	-	1%	-	-	1%	-	-	-	-		
REFUSED	5	1	-	1	3	1	2	2	-	2	3	-	2	3	-	2	3	1	-	3	2	-	-	-		
	1%	1%	-	-	4%	3%	1%	1%	-	1%	3%	-	1%	2%	-	1%	2%	1%	-	2%	4%	-	-	-		
TOTAL UNDER 10	204	65	92	157	44	27	79	87	29	112	60	41	79	80	40	82	78	66	43	92	29	204	-	-		
	51%	43%	55%	49%	59%	56%	47%	53%	59%	50%	50%	43%	50%	59%	49%	50%	53%	56%	46%	50%	63%	63%	-	-		
TOTAL 11-50	120	43	52	96	23	15	52	47	12	72	33	33	55	29	27	52	41	36	31	52	11	120	-	-		
	30%	28%	31%	30%	31%	31%	31%	28%	25%	33%	27%	34%	35%	21%	32%	32%	28%	31%	33%	28%	23%	37%	-	-		
TOTAL 51-150	44	26	14	41	3	5	18	20	5	25	12	13	18	13	12	20	12	9	12	22	3	-	25	19		
	11%	17%	9%	13%	4%	11%	11%	12%	10%	11%	10%	13%	11%	10%	14%	12%	8%	8%	13%	12%	7%	-	100%	42%		
TOTAL 151+	26	17	7	24	1	-	16	9	3	12	11	8	5	11	4	8	11	5	7	12	2	-	-	26		
	6%	11%	4%	8%	2%	-	9%	5%	6%	5%	9%	8%	3%	8%	5%	5%	7%	4%	8%	7%	3%	-	-	58%		

Table 54-3
QUESTION 35:
How many people does your company employ in all its facilities in Minnesota?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- -SION	FLAT	RECES- -SION	INFL- -ATION	INCR -MAT -COSTS	ATTR- -ACT -WRRKS	UNFAV -BIZ -CLIM	HLTH -COSTS	INCR -WAGES	RISING -INT -RATES	CAPTL -TO -INVEST	NO	TOT -YES
BASE=TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
TOTAL UNDER 50	324 81%	256 81%	68 81%	64 77%	69 80%	103 83%	76 86%	83 82%	98 75%	65 84%	105 80%	102 86%	74 68%	67 79%	56 92%	42 80%	34 88%	19 100%	236 80%	82 82%
TOTAL 51-100	25 6%	19 6%	5 6%	8 9%	5 6%	7 5%	6 7%	6 6%	12 9%	2 2%	9 7%	7 6%	11 10%	8 9%	3 5%	4 8%	1 4%	- -	16 6%	7 7%
TOTAL 101+	45 11%	36 11%	9 10%	10 12%	12 14%	15 12%	5 5%	10 10%	20 15%	10 14%	16 12%	6 5%	23 21%	11 13%	2 3%	6 12%	2 4%	- -	36 12%	9 9%
UNDER 10	204 51%	156 50%	48 57%	40 48%	42 49%	60 48%	53 60%	52 51%	53 40%	46 60%	74 56%	67 57%	38 35%	44 51%	33 54%	22 43%	22 55%	13 69%	150 51%	50 50%
11-25	81 20%	66 21%	15 18%	17 20%	18 20%	29 23%	17 19%	22 22%	30 23%	12 16%	22 16%	25 21%	22 20%	16 19%	17 28%	13 26%	10 25%	5 27%	59 20%	21 21%
26-50	39 10%	33 10%	6 7%	7 9%	10 11%	13 11%	6 7%	9 8%	15 11%	7 9%	10 7%	10 8%	14 13%	8 9%	6 11%	6 11%	3 7%	1 4%	27 9%	11 11%
51-100	25 6%	19 6%	5 6%	8 9%	5 6%	7 5%	6 7%	6 6%	12 9%	2 2%	9 7%	7 6%	11 10%	8 9%	3 5%	4 8%	1 4%	- -	16 6%	7 7%
101-150	19 5%	16 5%	3 3%	3 3%	1 2%	9 7%	5 5%	4 4%	7 5%	5 6%	4 3%	3 3%	9 9%	6 7%	2 3%	2 3%	- -	- -	15 5%	4 4%
151 TO 250	9 2%	6 2%	3 4%	3 4%	3 4%	3 2%	- -	2 4%	5 6%	3 4%	5 6%	1 1%	3 10%	5 -	- -	1 3%	2 4%	- -	8 3%	1 1%
MORE THAN 250	16 4%	13 4%	3 4%	5 5%	7 9%	3 2%	- -	4 4%	8 6%	3 4%	7 6%	2 1%	10 10%	- -	- -	3 6%	- -	- -	14 5%	3 3%
DON'T KNOW/NOT SURE	2 -	2 1%	- -	2 2%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	2 1%	- -
REFUSED	5 1%	3 1%	1 2%	- -	- -	- -	2 2%	3 3%	2 1%	- -	2 1%	3 3%	1 1%	- -	- -	- -	2 4%	- -	3 1%	2 2%
TOTAL UNDER 10	204 51%	156 50%	48 57%	40 48%	42 49%	60 48%	53 60%	52 51%	53 40%	46 60%	74 56%	67 57%	38 35%	44 51%	33 54%	22 43%	22 55%	13 69%	150 51%	50 50%
TOTAL 11-50	120 30%	99 31%	21 25%	24 29%	27 31%	42 34%	23 26%	31 30%	45 34%	19 24%	31 24%	35 29%	36 33%	24 27%	24 39%	19 37%	13 33%	6 31%	86 29%	32 32%
TOTAL 51-150	44 11%	36 11%	8 10%	10 12%	6 7%	15 12%	11 12%	10 10%	19 15%	6 8%	13 10%	10 9%	20 18%	14 16%	5 8%	6 11%	1 4%	- -	31 11%	11 12%
TOTAL 151+	26 6%	20 6%	6 7%	8 9%	11 12%	6 5%	- -	6 6%	13 10%	6 7%	12 9%	3 3%	14 12%	5 5%	- -	4 8%	2 4%	- -	21 7%	4 4%

Table 54-4
QUESTION 35:
How many people does your company employ in all its facilities in Minnesota?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE		
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%		
TOTAL UNDER 50	324 81%	168 85%	102 85%	58 79%	51 79%	41 75%	38 70%	30 78%	217 94%	49 54%	33 71%	20 78%	130 84%	122 75%	69 87%	96 64%	48 89%	90 90%	45 88%	85 85%	178 82%		
TOTAL 51-100	25 6%	9 5%	6 5%	4 6%	3 4%	7 12%	5 9%	1 4%	2 1%	18 20%	6 12%	- -	13 8%	11 7%	1 1%	22 15%	4 8%	3 3%	- -	4 4%	11 5%		
TOTAL 101+	45 11%	17 8%	13 11%	11 15%	9 14%	7 13%	10 19%	7 19%	9 4%	23 26%	6 13%	4 17%	11 7%	26 16%	8 10%	28 19%	2 3%	5 5%	6 12%	7 7%	24 11%		
UNDER 10	204 51%	112 57%	57 47%	41 56%	28 43%	18 33%	18 33%	21 52%	153 66%	26 28%	11 24%	12 48%	75 49%	79 48%	48 60%	46 31%	24 44%	48 48%	27 53%	48 48%	114 52%		
11-25	81 20%	39 20%	30 25%	13 17%	16 25%	12 22%	15 28%	6 15%	51 22%	12 13%	13 28%	5 21%	37 24%	28 17%	17 21%	29 19%	16 30%	23 23%	12 24%	28 28%	41 19%		
26-50	39 10%	17 9%	15 12%	4 5%	7 11%	11 19%	5 9%	4 10%	13 6%	12 13%	9 19%	2 9%	18 12%	15 9%	5 6%	21 14%	8 15%	19 19%	6 12%	9 9%	23 11%		
51-100	25 6%	9 5%	6 5%	4 6%	3 4%	7 12%	5 9%	1 4%	2 1%	18 20%	6 12%	- -	13 8%	11 7%	1 1%	22 15%	4 8%	3 3%	- -	4 4%	11 5%		
101-150	19 5%	7 4%	8 7%	6 9%	3 5%	3 5%	4 7%	1 4%	2 1%	14 16%	3 7%	- -	7 4%	11 7%	2 2%	16 11%	2 3%	3 3%	3 6%	1 1%	8 4%		
151 TO 250	9 2%	3 2%	- -	2 2%	3 5%	2 3%	3 6%	2 4%	3 1%	3 3%	3 7%	- -	- -	8 5%	2 2%	5 3%	- -	1 1%	1 2%	4 4%	6 3%		
MORE THAN 250	16 4%	6 3%	5 4%	3 4%	3 5%	3 5%	3 5%	4 11%	5 2%	6 7%	- -	4 17%	5 3%	8 5%	4 6%	7 5%	- -	1 1%	2 4%	3 3%	9 4%		
DON'T KNOW/NOT SURE	2 -	- -	- -	- -	- -	- -	- -	- -	- -	- -	2 3%	- -	- -	2 1%	- -	2 1%	- -	- -	- -	4 4%	2 1%		
REFUSED	5 1%	3 2%	- -	- -	2 3%	- -	1 3%	- -	3 1%	- -	- -	1 5%	- -	3 2%	2 2%	1 1%	- -	1 1%	- -	- -	3 1%		
TOTAL UNDER 10	204 51%	112 57%	57 47%	41 56%	28 43%	18 33%	18 33%	21 52%	153 66%	26 28%	11 24%	12 48%	75 49%	79 48%	48 60%	46 31%	24 44%	48 48%	27 53%	48 48%	114 52%		
TOTAL 11-50	120 30%	57 29%	45 37%	17 23%	23 35%	23 42%	20 37%	10 25%	64 28%	24 26%	22 48%	8 30%	55 36%	43 26%	21 27%	50 34%	24 44%	42 42%	18 35%	38 38%	65 30%		
TOTAL 51-150	44 11%	16 8%	14 12%	11 14%	6 9%	10 17%	9 16%	3 7%	3 1%	32 35%	9 18%	- -	20 13%	21 13%	3 3%	38 25%	6 11%	6 6%	3 6%	4 4%	19 9%		
TOTAL 151+	26 6%	9 5%	5 4%	5 6%	6 10%	4 8%	6 11%	6 15%	8 3%	9 10%	3 7%	4 17%	5 3%	15 9%	6 8%	12 8%	- -	3 3%	3 6%	7 7%	15 7%		

Table 54-5
QUESTION 35:
How many people does your company employ in all its facilities in Minnesota?

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS			
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
TOTAL UNDER 50	324 81%	190 81%	176 78%	169 76%	157 79%	122 73%	125 75%	110 73%	119 70%	191 92%	142 73%	172 91%	133 71%	188 91%	83 65%	232 91%	74 64%	123 94%	127 83%
TOTAL 51-100	25 6%	15 6%	19 9%	17 7%	14 7%	15 9%	13 8%	10 7%	17 10%	7 3%	17 9%	8 4%	16 8%	8 4%	16 13%	7 3%	12 10%	3 2%	10 7%
TOTAL 101+	45 11%	26 11%	25 11%	32 14%	24 12%	28 17%	26 15%	27 18%	32 19%	7 3%	33 17%	7 4%	38 20%	7 3%	28 22%	12 5%	29 25%	4 3%	12 8%
UNDER 10	204 51%	111 48%	107 48%	97 44%	97 49%	64 38%	66 40%	59 39%	65 38%	133 64%	77 40%	125 66%	67 36%	136 66%	43 33%	155 61%	37 32%	93 71%	74 48%
11-25	81 20%	51 22%	47 21%	46 21%	41 20%	37 22%	40 24%	31 21%	32 19%	42 20%	36 19%	39 22%	41 22%	40 19%	23 18%	56 22%	20 17%	26 20%	36 23%
26-50	39 10%	28 12%	22 10%	25 11%	19 10%	21 12%	18 11%	20 13%	22 13%	16 8%	29 15%	7 4%	25 13%	13 6%	18 14%	20 8%	17 15%	4 3%	18 11%
51-100	25 6%	15 6%	19 9%	17 7%	14 7%	15 9%	13 8%	10 7%	17 10%	7 3%	17 9%	8 4%	16 8%	8 4%	16 13%	7 3%	12 10%	3 2%	10 7%
101-150	19 5%	15 6%	13 6%	16 7%	13 7%	17 10%	15 9%	13 9%	13 8%	6 3%	13 7%	6 3%	13 7%	6 3%	10 8%	9 4%	10 9%	3 2%	6 4%
151 TO 250	9 2%	5 2%	5 2%	6 3%	3 2%	3 2%	6 4%	5 3%	9 5%	- -	9 5%	- -	9 5%	- -	6 5%	1 1%	9 8%	- -	- -
MORE THAN 250	16 4%	6 3%	8 3%	9 4%	8 4%	8 5%	5 3%	9 6%	9 5%	1 1%	11 6%	1 1%	15 8%	1 1%	12 9%	1 1%	9 8%	1 1%	6 4%
DON'T KNOW/NOT SURE	2 -	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	2 1%
REFUSED	5 1%	1 1%	3 1%	3 1%	1 1%	1 1%	1 1%	1 1%	3 2%	2 1%	1 1%	3 2%	1 1%	3 2%	- -	3 1%	1 1%	2 1%	2 1%
TOTAL UNDER 10	204 51%	111 48%	107 48%	97 44%	97 49%	64 38%	66 40%	59 39%	65 38%	133 64%	77 40%	125 66%	67 36%	136 66%	43 33%	155 61%	37 32%	93 71%	74 48%
TOTAL 11-50	120 30%	79 34%	69 31%	71 32%	60 30%	57 34%	58 35%	51 34%	54 32%	58 28%	65 34%	46 25%	66 35%	52 25%	41 32%	76 30%	37 32%	29 22%	53 35%
TOTAL 51-150	44 11%	30 13%	32 14%	33 15%	28 14%	32 19%	28 17%	23 16%	30 18%	13 6%	31 16%	13 7%	29 15%	13 6%	26 20%	16 6%	22 19%	5 4%	16 11%
TOTAL 151+	26 6%	11 5%	12 6%	15 7%	11 6%	11 6%	11 7%	14 9%	18 11%	1 1%	20 10%	1 1%	24 13%	1 1%	18 14%	3 1%	18 16%	1 1%	6 4%

Table 54-6
 QUESTION 35:
 How many people does your company employ in all its facilities in Minnesota?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
TOTAL UNDER 50	268 88%	48 89%	42 84%	48 97%	45 88%	41 82%	45 89%
TOTAL 51-100	11 4%	4 8%	1 3%	2 3%	-	2 4%	2 4%
TOTAL 101+	21 7%	2 3%	5 11%	-	6 12%	4 7%	4 7%
UNDER 10	147 48%	24 44%	27 53%	22 43%	27 53%	25 49%	23 46%
11-25	79 26%	16 30%	11 22%	12 23%	12 24%	9 18%	19 38%
26-50	43 14%	8 15%	4 8%	15 30%	6 12%	7 14%	2 5%
51-100	11 4%	4 8%	1 3%	2 3%	-	2 4%	2 4%
101-150	8 3%	2 3%	3 5%	-	3 6%	1 1%	-
151 TO 250	6 2%	-	1 3%	-	1 2%	2 4%	2 4%
MORE THAN 250	6 2%	-	1 3%	-	2 4%	1 2%	2 4%
DON'T KNOW/NOT SURE	4 1%	-	-	-	-	4 7%	-
REFUSED	1 -	-	1 3%	-	-	-	-
TOTAL UNDER 10	147 48%	24 44%	27 53%	22 43%	27 53%	25 49%	23 46%
TOTAL 11-50	122 40%	24 44%	15 30%	27 54%	18 35%	16 32%	22 43%
TOTAL 51-150	19 6%	6 11%	4 8%	2 3%	3 6%	2 5%	2 4%
TOTAL 151+	12 4%	-	3 5%	-	3 6%	3 6%	4 7%

Table 55-1
 QUESTION 36:
 What are your annual business revenues? Just stop me when I get to the category that includes your company's total annual revenues.

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (UNDER \$1M - \$1M OR MORE)	-84	-38	-24	-4	-2	-17	-62	-23	144	-126	-102	72	-95	-61	-15	-13	-3	-22	12	-96	38	-61	-39	-17
	-21%	-27%	-28%	-9%	-4%	-21%	-27%	-13%	100%	-100%	-100%	35%	-79%	-88%	-18%	-23%	-6%	-59%	17%	-30%	24%	-51%	-46%	-69%
UNDER \$1 MILLION	144	44	31	20	20	29	74	69	144	-	-	131	10	3	30	21	19	7	40	103	95	26	18	3
	36%	31%	35%	42%	46%	36%	33%	40%	100%	-	-	64%	8%	4%	38%	37%	42%	17%	55%	32%	59%	22%	21%	14%
TOTAL \$1M OR MORE	228	81	55	24	21	46	136	92	-	126	102	60	104	64	45	34	22	29	28	199	56	87	57	20
-----	57%	58%	63%	51%	49%	57%	60%	53%	-	100%	100%	29%	87%	92%	56%	60%	48%	76%	38%	62%	35%	73%	67%	83%
\$1 MILLION - \$5 MILLION	126	46	31	13	10	27	77	49	-	126	-	54	65	7	22	14	8	20	21	104	44	42	31	10
	32%	33%	35%	27%	22%	33%	34%	29%	-	100%	-	27%	54%	10%	27%	25%	18%	54%	30%	32%	28%	35%	37%	40%
\$5 MILLION - \$10 MILLION	33	8	14	3	2	6	21	12	-	-	33	4	25	4	7	5	4	5	4	29	6	11	9	4
	8%	5%	16%	7%	5%	8%	9%	7%	-	-	33%	2%	21%	6%	8%	9%	8%	14%	5%	9%	3%	9%	11%	18%
\$10 MILLION - \$20 MILLION	33	11	7	4	4	6	19	14	-	-	33	-	13	20	10	8	1	3	2	30	2	20	8	1
	8%	8%	8%	8%	9%	7%	8%	8%	-	-	32%	-	11%	28%	13%	15%	3%	8%	3%	9%	1%	17%	9%	6%
\$20 MILLION	36	16	3	4	5	7	19	17	-	-	36	1	1	33	6	6	8	-	-	36	5	14	9	5
	9%	11%	3%	9%	13%	9%	8%	10%	-	-	35%	1%	1%	48%	8%	11%	18%	-	-	11%	3%	12%	11%	19%
DON'T KNOW/NOT SURE/REFUSED	28	15	2	3	2	6	17	12	-	-	-	13	6	3	5	2	4	3	5	20	9	6	10	1
	7%	11%	2%	7%	5%	7%	7%	7%	-	-	-	7%	5%	4%	6%	3%	10%	7%	7%	6%	6%	5%	12%	3%
TOTAL \$1-5 MILLION	126	46	31	13	10	27	77	49	-	126	-	54	65	7	22	14	8	20	21	104	44	42	31	10
	32%	33%	35%	27%	22%	33%	34%	29%	-	100%	-	27%	54%	10%	27%	25%	18%	54%	30%	32%	28%	35%	37%	40%
TOTAL \$5 MILLION+	102	35	24	12	12	20	59	43	-	-	102	5	39	58	23	20	13	8	6	95	12	45	26	10
	25%	25%	28%	24%	27%	24%	26%	25%	-	-	100%	3%	32%	83%	29%	35%	30%	22%	8%	30%	8%	38%	31%	42%

Table 55-2
 QUESTION 36:
 What are your annual business revenues? Just stop me when I get to the category that includes your company's total annual revenues.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					74																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (UNDER \$1M - \$1M OR MORE)	-84	-65	-29	-94	5	-7	-47	-31	-11	-41	-31	-29	-28	-23	-32	-34	-15	-10	-31	-40	1	-23	-18	-43
	-21%	-42%	-17%	-29%	7%	-14%	-28%	-19%	-21%	-18%	-26%	-31%	-18%	-17%	-38%	-21%	-10%	-9%	-33%	-22%	3%	-7%	-72%	-97%
UNDER \$1 MILLION	144	37	65	102	37	19	56	61	18	84	40	29	61	52	24	61	59	49	28	65	22	141	3	-
	36%	24%	39%	32%	50%	39%	34%	37%	37%	38%	34%	30%	39%	38%	29%	37%	40%	42%	30%	36%	48%	43%	12%	-
TOTAL \$1M OR MORE	228	102	94	196	32	26	103	92	29	125	72	58	90	75	55	95	74	59	59	105	21	164	21	43
	57%	67%	56%	61%	43%	53%	62%	56%	59%	56%	60%	61%	57%	55%	67%	58%	50%	51%	64%	58%	45%	51%	84%	97%
\$1 MILLION - \$5 MILLION	126	44	59	103	24	18	47	58	22	67	35	29	55	41	27	56	42	33	29	61	11	120	4	3
	32%	29%	35%	32%	32%	36%	28%	35%	45%	30%	29%	31%	34%	30%	33%	34%	29%	28%	32%	34%	25%	37%	15%	7%
\$5 MILLION - \$10 MILLION	33	17	9	26	7	1	18	12	3	17	13	12	12	9	11	11	11	9	9	15	5	29	-	4
	8%	11%	5%	8%	9%	3%	11%	7%	5%	8%	11%	12%	8%	7%	13%	7%	8%	8%	10%	8%	12%	9%	-	10%
\$10 MILLION - \$20 MILLION	33	17	16	33	-	3	18	11	2	18	12	9	14	10	8	15	10	5	13	15	2	13	13	7
	8%	11%	9%	10%	-	6%	11%	7%	5%	8%	10%	9%	9%	7%	10%	9%	7%	4%	14%	8%	5%	4%	51%	16%
\$20 MILLION	36	23	11	34	2	4	19	11	1	23	12	8	9	15	9	14	11	12	8	15	2	3	5	29
	9%	15%	6%	11%	2%	8%	12%	7%	3%	10%	10%	9%	6%	11%	11%	8%	7%	10%	8%	8%	3%	1%	18%	64%
DON'T KNOW/NOT SURE/REFUSED	28	14	9	22	5	4	7	12	2	13	8	9	8	10	4	8	15	8	5	12	3	19	1	1
	7%	9%	5%	7%	7%	9%	4%	7%	4%	6%	7%	9%	5%	7%	5%	5%	10%	7%	6%	7%	7%	6%	5%	3%
TOTAL \$1-5 MILLION	126	44	59	103	24	18	47	58	22	67	35	29	55	41	27	56	42	33	29	61	11	120	4	3
	32%	29%	35%	32%	32%	36%	28%	35%	45%	30%	29%	31%	34%	30%	33%	34%	29%	28%	32%	34%	25%	37%	15%	7%
TOTAL \$5 MILLION+	102	58	35	93	8	8	56	34	6	58	37	29	35	34	28	39	32	26	30	44	9	44	17	40
	25%	38%	21%	29%	11%	16%	34%	21%	13%	26%	31%	30%	22%	25%	34%	24%	21%	23%	32%	24%	20%	14%	69%	90%

Table 55-3

QUESTION 36:

What are your annual business revenues? Just stop me when I get to the category that includes your company's total annual revenues.

BANNER 3

	GENDER			AGE			2025 PROJECTION					FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	316	84	83	86	124	88	102	132	77	132	118	110	86	61	52	39	19	294	99
	100%	79%	21%	21%	22%	31%	22%	26%	33%	19%	33%	30%	27%	21%	15%	13%	10%	5%	73%	25%
**D/S (UNDER \$1M - \$1M OR MORE)	-84	-90	6	-23	-37	-33	13	-29	-48	-	-9	17	-52	-29	-25	-24	-13	-2	-65	-18
	-21%	-28%	7%	-28%	-43%	-27%	15%	-28%	-36%	-	-7%	14%	-47%	-34%	-40%	-46%	-34%	-12%	-22%	-18%
UNDER \$1 MILLION	144	103	41	26	22	44	47	33	39	37	57	62	25	27	16	13	11	8	103	38
	36%	33%	48%	31%	26%	35%	54%	32%	30%	48%	44%	53%	23%	31%	27%	26%	28%	41%	35%	38%
TOTAL \$1M OR MORE	228	193	35	49	59	78	34	62	87	37	67	45	77	56	41	37	24	10	168	56
-----	57%	61%	42%	59%	69%	62%	39%	60%	66%	48%	51%	38%	71%	65%	67%	72%	62%	53%	57%	57%
\$1 MILLION - \$5 MILLION	126	105	21	29	33	45	17	37	43	22	36	30	32	29	30	24	15	8	90	33
	32%	33%	25%	35%	39%	36%	19%	36%	32%	29%	27%	25%	29%	34%	49%	47%	40%	41%	30%	34%
\$5 MILLION - \$10 MILLION	33	28	6	9	8	11	5	9	13	5	7	8	12	6	6	9	4	-	27	6
	8%	9%	7%	10%	9%	9%	6%	9%	10%	7%	6%	7%	11%	7%	10%	17%	11%	-	9%	6%
\$10 MILLION - \$20 MILLION	33	29	3	6	8	10	7	7	15	4	13	3	14	10	4	4	1	2	25	7
	8%	9%	4%	7%	9%	8%	8%	7%	11%	5%	10%	3%	12%	12%	6%	9%	4%	12%	9%	7%
\$20 MILLION	36	31	5	6	10	12	5	8	17	5	10	4	20	11	1	-	3	-	26	10
	9%	10%	6%	7%	12%	10%	5%	8%	13%	7%	8%	4%	18%	13%	1%	-	8%	-	9%	10%
DON'T KNOW/NOT SURE/REFUSED	28	20	8	8	5	3	7	7	5	3	8	11	7	3	4	1	4	1	22	5
	7%	6%	10%	10%	6%	2%	7%	7%	4%	4%	6%	9%	6%	3%	6%	2%	10%	6%	8%	5%
TOTAL \$1-5 MILLION	126	105	21	29	33	45	17	37	43	22	36	30	32	29	30	24	15	8	90	33
	32%	33%	25%	35%	39%	36%	19%	36%	32%	29%	27%	25%	29%	34%	49%	47%	40%	41%	30%	34%
TOTAL \$5 MILLION+	102	88	14	20	26	33	17	25	45	14	31	16	45	27	11	13	9	2	79	23
	25%	28%	16%	25%	30%	26%	19%	24%	34%	18%	23%	13%	41%	31%	18%	25%	23%	12%	27%	23%

Table 55-4
 QUESTION 36:
 What are your annual business revenues? Just stop me when I get to the category that includes your company's total annual revenues.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS						
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (UNDER \$1M - \$1M OR MORE)	-84 -21%	-36 -18%	-39 -32%	-5 -7%	-15 -24%	-28 -50%	-27 -50%	-7 -17%	2 1%	-52 -58%	-26 -57%	-4 -17%	-33 -21%	-28 -17%	-22 -27%	-73 -49%	-12 -21%	-21 -21%	-	-37 -37%	-64 -29%
UNDER \$1 MILLION	144 36%	75 38%	39 32%	32 44%	21 33%	12 21%	12 22%	16 40%	108 47%	17 19%	8 17%	10 38%	55 36%	61 37%	27 34%	33 22%	20 38%	33 33%	24 47%	26 26%	69 32%
TOTAL \$1M OR MORE	228 57%	111 56%	77 64%	37 51%	37 57%	40 72%	39 72%	22 57%	106 46%	69 76%	34 74%	14 54%	88 57%	89 55%	49 61%	106 71%	32 59%	54 55%	24 47%	63 63%	133 61%
\$1 MILLION - \$5 MILLION	126 32%	71 36%	46 38%	22 31%	16 24%	16 30%	18 34%	10 25%	72 31%	25 27%	19 40%	9 34%	47 31%	40 25%	38 48%	45 30%	20 38%	31 31%	11 22%	40 40%	76 35%
\$5 MILLION - \$10 MILLION	33 8%	13 6%	11 9%	4 5%	10 15%	7 12%	6 11%	4 11%	18 8%	9 10%	5 10%	2 9%	13 8%	15 9%	5 6%	15 10%	7 13%	8 8%	4 8%	15 15%	19 9%
\$10 MILLION - \$20 MILLION	33 8%	9 5%	11 9%	4 5%	5 7%	10 19%	9 16%	2 6%	9 4%	17 19%	4 9%	2 6%	17 11%	13 8%	3 4%	21 14%	4 7%	11 11%	4 8%	1 1%	19 9%
\$20 MILLION	36 9%	18 9%	9 7%	7 10%	6 10%	6 12%	6 11%	6 15%	7 3%	18 20%	7 15%	1 5%	12 8%	21 13%	3 4%	25 17%	1 2%	4 4%	5 10%	8 8%	19 9%
DON'T KNOW/NOT SURE/REFUSED	28 7%	10 5%	5 4%	4 6%	7 10%	4 7%	3 6%	1 3%	17 7%	4 5%	4 9%	2 8%	11 7%	13 8%	4 4%	10 7%	2 3%	12 12%	3 6%	12 12%	17 8%
TOTAL \$1-5 MILLION	126 32%	71 36%	46 38%	22 31%	16 24%	16 30%	18 34%	10 25%	72 31%	25 27%	19 40%	9 34%	47 31%	40 25%	38 48%	45 30%	20 38%	31 31%	11 22%	40 40%	76 35%
TOTAL \$5 MILLION+	102 25%	40 21%	32 26%	15 20%	21 33%	23 42%	21 38%	13 32%	34 15%	45 49%	16 34%	5 20%	41 27%	49 30%	11 14%	61 41%	12 21%	23 23%	13 25%	23 23%	57 26%

Table 55-5

QUESTION 36:

What are your annual business revenues? Just stop me when I get to the category that includes your company's total annual revenues.

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE=TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
**D/S (UNDER \$1M - \$1M OR MORE)	-84 -21%	-69 -30%	-71 -32%	-86 -39%	-50 -25%	-86 -51%	-88 -53%	-70 -47%	-67 -39%	-8 -4%	-89 -46%	13 7%	-84 -45%	4 2%	-76 -60%	-6 -2%	-55 -48%	21 16%	-51 -33%
UNDER \$1 MILLION	144 36%	75 32%	69 31%	59 26%	69 35%	36 21%	35 21%	34 23%	47 28%	93 45%	48 25%	95 50%	46 25%	97 47%	21 16%	117 46%	26 23%	71 54%	46 30%
TOTAL \$1M OR MORE	228 57%	145 62%	140 62%	145 65%	119 60%	121 73%	123 74%	105 70%	114 67%	101 49%	136 70%	81 43%	131 70%	93 45%	97 76%	124 49%	82 70%	50 38%	96 63%
\$1 MILLION - \$5 MILLION	126 32%	87 37%	76 34%	77 35%	72 36%	62 37%	65 39%	55 36%	53 31%	68 33%	66 34%	57 30%	56 30%	67 33%	37 29%	87 34%	34 29%	37 28%	56 37%
\$5 MILLION - \$10 MILLION	33 8%	17 7%	17 8%	19 8%	11 6%	14 8%	14 9%	13 9%	14 8%	17 8%	22 11%	9 5%	21 11%	11 5%	17 13%	16 6%	11 9%	7 5%	15 10%
\$10 MILLION - \$20 MILLION	33 8%	19 8%	22 10%	22 10%	20 10%	20 12%	18 11%	14 9%	24 14%	7 3%	25 13%	6 3%	23 12%	10 5%	18 14%	13 5%	19 17%	1 1%	12 8%
\$20 MILLION	36 9%	22 9%	25 11%	26 12%	16 8%	26 15%	25 15%	23 15%	22 13%	9 4%	24 12%	9 5%	31 16%	5 3%	25 20%	8 3%	18 15%	4 3%	14 9%
DON'T KNOW/NOT SURE/REFUSED	28 7%	14 6%	16 7%	18 8%	12 6%	10 6%	9 6%	11 7%	9 6%	14 7%	10 5%	13 7%	11 6%	16 8%	10 8%	13 5%	8 7%	10 8%	11 7%
TOTAL \$1-5 MILLION	126 32%	87 37%	76 34%	77 35%	72 36%	62 37%	65 39%	55 36%	53 31%	68 33%	66 34%	57 30%	56 30%	67 33%	37 29%	87 34%	34 29%	37 28%	56 37%
TOTAL \$5 MILLION+	102 25%	58 25%	64 29%	68 30%	47 24%	60 36%	58 35%	50 33%	61 36%	32 16%	70 36%	25 13%	75 40%	26 13%	60 47%	37 14%	48 42%	13 10%	41 27%

Table 55-6

QUESTION 36:

What are your annual business revenues? Just stop me when I get to the category that includes your company's total annual revenues.

BANNER 6

----- GREATER MN REGION -----

REGION

	REGION						
	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (UNDER \$1M - \$1M OR MORE)	-70 -23%	-12 -21%	4 9%	-25 -51%	- -	-17 -33%	-21 -41%
UNDER \$1 MILLION	103 34%	20 38%	24 47%	10 20%	24 47%	15 30%	11 22%
TOTAL \$1M OR MORE	173 57%	32 59%	19 39%	35 70%	24 47%	31 63%	31 63%
\$1 MILLION - \$5 MILLION	102 34%	20 38%	11 22%	20 40%	11 22%	20 41%	19 38%
\$5 MILLION - \$10 MILLION	34 11%	7 13%	1 3%	7 13%	4 8%	6 12%	8 17%
\$10 MILLION - \$20 MILLION	19 6%	4 7%	3 5%	8 17%	4 8%	1 1%	- -
\$20 MILLION	18 6%	1 2%	4 8%	- -	5 10%	4 9%	4 7%
DON'T KNOW/NOT SURE/REFUSED	28 9%	2 3%	7 14%	5 10%	3 6%	4 7%	8 16%
TOTAL \$1-5 MILLION	102 34%	20 38%	11 22%	20 40%	11 22%	20 41%	19 38%
TOTAL \$5 MILLION+	71 23%	12 21%	8 16%	15 30%	13 25%	11 22%	12 24%

Table 56-1
 QUESTION 37:
 Which one of the following best describes your company's primary business?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
PRECISION MANUFACTURING	80	29	20	11	7	13	49	31	30	22	23	39	27	14	80	-	-	-	11	69	27	36	13	3
	20%	20%	24%	23%	16%	16%	22%	18%	21%	17%	23%	19%	23%	20%	100%	-	-	-	16%	21%	17%	30%	16%	13%
METAL FABRICATION	57	15	13	3	11	14	28	28	21	14	20	24	20	13	-	57	-	-	4	52	23	16	14	3
	14%	11%	15%	7%	26%	17%	12%	16%	15%	11%	19%	12%	16%	19%	-	100%	-	-	6%	16%	14%	13%	17%	13%
PROCESS MANUFACTURING	45	12	9	3	5	16	21	24	19	8	13	24	11	10	-	-	45	-	7	38	16	10	9	4
	11%	9%	10%	5%	11%	20%	9%	14%	13%	7%	13%	12%	9%	15%	-	-	100%	-	10%	12%	10%	9%	11%	18%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	38	14	9	6	4	5	23	14	7	20	8	18	16	3	-	-	-	38	12	26	10	14	10	3
	9%	10%	10%	12%	9%	6%	10%	8%	5%	16%	8%	9%	14%	4%	-	-	-	100%	16%	8%	6%	12%	12%	14%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY/BREWERY	24	9	2	5	3	6	11	13	11	8	4	10	9	6	-	-	-	-	12	12	10	-	12	1
	6%	6%	3%	10%	7%	7%	5%	8%	7%	6%	4%	5%	7%	8%	-	-	-	-	17%	4%	7%	-	15%	6%
PRINTING/PAPER	23	9	10	1	-	3	19	4	11	8	4	17	4	3	-	-	-	-	4	19	15	4	3	1
	6%	6%	11%	1%	-	4%	8%	2%	8%	6%	4%	8%	3%	4%	-	-	-	-	6%	6%	9%	3%	4%	4%
PLASTICS	19	9	1	3	2	4	10	9	5	8	5	8	6	4	-	-	-	-	-	19	8	8	3	-
	5%	6%	2%	6%	4%	5%	4%	5%	4%	6%	5%	4%	5%	6%	-	-	-	-	-	6%	5%	7%	3%	-
RETAIL/RETAIL SALES/WHOLESALE	19	10	2	2	2	3	12	7	4	8	4	8	6	3	-	-	-	-	1	17	5	5	6	1
	5%	7%	3%	5%	4%	3%	5%	4%	3%	6%	4%	4%	5%	4%	-	-	-	-	2%	5%	3%	4%	7%	3%
WOODWORKING/WOOD MANUFACTURING	9	2	-	1	1	4	2	6	3	3	1	6	2	1	-	-	-	-	1	8	3	2	-	2
	2%	2%	-	3%	2%	5%	1%	4%	2%	2%	1%	3%	2%	2%	-	-	-	-	1%	2%	2%	2%	-	8%
DISTRIBUTION	9	2	2	3	1	-	5	4	1	3	4	4	-	4	-	-	-	-	1	8	3	-	3	3
	2%	2%	3%	6%	2%	-	2%	2%	1%	3%	4%	2%	-	6%	-	-	-	-	1%	2%	2%	-	3%	12%
ELECTRONICS COMPONENTS	8	2	1	3	1	1	2	5	2	2	4	3	1	3	-	-	-	-	-	8	2	3	1	-
	2%	1%	1%	6%	2%	1%	1%	3%	1%	1%	4%	1%	1%	4%	-	-	-	-	-	2%	1%	3%	1%	-
CABINET MANUFACTURING/CUSTOM CABINETS/COUNTERTOPS/DOORS	6	1	-	1	2	2	1	5	4	2	-	6	-	-	-	-	-	-	1	5	6	-	-	-
	2%	1%	-	3%	5%	2%	-	3%	3%	2%	-	3%	-	-	-	-	-	-	1%	2%	4%	-	-	-
CONSTRUCTION	6	1	3	-	2	-	4	2	2	3	1	4	2	-	-	-	-	-	3	3	3	2	1	-
	1%	1%	3%	-	4%	-	2%	1%	1%	2%	1%	2%	1%	-	-	-	-	-	4%	1%	2%	1%	1%	-
GRAPHIC DESIGN/ART	5	1	1	-	-	3	2	3	4	1	-	4	1	-	-	-	-	-	2	3	4	1	-	-
	1%	1%	1%	-	-	3%	1%	2%	3%	1%	-	2%	1%	-	-	-	-	-	3%	1%	2%	1%	-	-
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/TRUCKING	5	-	1	2	-	2	1	4	2	1	2	2	2	-	-	-	-	-	1	3	2	1	2	-
	1%	-	1%	4%	-	2%	-	2%	2%	1%	2%	1%	2%	-	-	-	-	-	2%	1%	1%	1%	2%	-
INFORMATION TECHNOLOGY, IT	5	2	-	-	2	1	2	3	1	1	2	2	2	-	-	-	-	-	1	4	2	2	-	1
	1%	1%	-	-	4%	1%	1%	1%	1%	1%	1%	1%	2%	-	-	-	-	-	1%	1%	1%	2%	-	3%
ANIMAL/AGRICULTURAL MANUFACTURING	4	-	-	2	-	1	-	4	1	1	1	1	1	1	-	-	-	-	1	2	1	-	-	1
	1%	-	-	5%	-	2%	-	2%	1%	1%	1%	1%	1%	2%	-	-	-	-	2%	1%	1%	-	-	6%
TEXTILE MANUFACTURING/EMBROIDERY/APPAREL	3	2	-	1	-	-	2	1	1	2	-	1	2	-	-	-	-	-	-	3	-	2	1	-
	1%	1%	-	3%	-	-	1%	1%	1%	2%	-	1%	2%	-	-	-	-	-	-	1%	-	2%	1%	-

M E E T I N G S T R E E T I N S I G H T S

Continued

Table 56-1
 QUESTION 37:
 Which one of the following best describes your company's primary business?

BANNER 1

	REGION					REGION II			REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
REPAIRS/MAINTENANCE	3 1%	1 1%	-	-	-	2 2%	1	2 1%	3 2%	-	-	2 1%	1 1%	-	-	-	-	-	2 3%	1	2 1%	-	1 1%	-
MEDICAL MANUFACTURING	2	1 1%	1 1%	-	-	-	2 1%	-	1 1%	-	1 1%	1 1%	1 1%	-	-	-	-	-	-	2 1%	1 1%	1 1%	-	-
PAINTING/COATING	1	1 1%	-	-	-	-	1	-	-	-	1 1%	-	-	-	-	-	-	-	1 2%	-	1 1%	-	-	-
SIGN MANUFACTURING	1	-	1 1%	-	-	-	1	-	1 1%	-	-	1	-	-	-	-	-	-	-	1	1 1%	-	-	-
RECYCLING	1	1 1%	-	-	-	-	1	-	-	1 1%	-	-	1 1%	-	-	-	-	-	-	1	-	1 1%	-	-
SERVICE/HOSPITALITY	1	1 1%	-	-	-	-	1	-	-	1 1%	-	-	1 1%	-	-	-	-	-	-	1	1 1%	-	-	-
SOMETHING ELSE	25 6%	13 9%	10 11%	-	1 2%	1 1%	23 10%	2 1%	6 4%	9 7%	5 5%	15 7%	5 4%	3 5%	-	-	-	-	6 8%	19 6%	11 7%	10 8%	4 5%	-
REFUSED	5 1%	3 2%	-	1 3%	-	1 1%	3 1%	2 1%	1 1%	1 1%	-	2 1%	-	-	-	-	-	-	-	-	3 2%	2 1%	-	-

Table 56-2
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					74																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
PRECISION MANUFACTURING	80	24	37	62	17	6	34	37	5	54	20	15	45	21	15	36	30	23	21	37	6	66	8	6
	20%	16%	22%	19%	24%	12%	21%	23%	10%	24%	17%	15%	28%	15%	18%	22%	20%	19%	22%	20%	14%	20%	32%	14%
METAL FABRICATION	57	20	24	43	12	3	25	29	5	38	15	6	24	26	8	28	20	15	14	28	10	43	6	8
	14%	13%	14%	14%	17%	5%	15%	17%	9%	17%	12%	7%	15%	19%	10%	17%	14%	12%	15%	15%	22%	13%	24%	17%
PROCESS MANUFACTURING	45	20	16	36	8	9	16	17	6	25	14	13	10	17	12	15	16	15	13	16	2	35	4	6
	11%	13%	10%	11%	11%	18%	10%	10%	13%	11%	11%	13%	7%	12%	14%	9%	11%	13%	14%	9%	4%	11%	18%	14%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	38	13	18	31	7	4	15	16	5	20	11	10	16	12	8	15	15	10	11	16	5	35	1	1
	9%	9%	11%	10%	9%	8%	9%	10%	11%	9%	9%	10%	10%	8%	9%	10%	8%	12%	9%	10%	10%	11%	6%	3%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY/BREWERY	24	13	9	22	1	7	7	10	5	9	8	12	7	5	7	6	11	7	6	11	3	19	1	5
	6%	9%	5%	7%	2%	14%	4%	6%	11%	4%	6%	13%	5%	3%	8%	4%	8%	6%	7%	6%	6%	6%	5%	10%
PRINTING/PAPER	23	10	9	19	4	2	10	10	3	12	8	6	8	7	7	9	6	8	3	12	2	20	-	3
	6%	6%	5%	6%	6%	4%	6%	6%	6%	5%	7%	6%	5%	5%	8%	5%	4%	7%	3%	7%	5%	6%	-	6%
PLASTICS	19	5	11	17	2	2	10	6	1	10	7	4	11	3	3	11	5	5	5	7	1	14	3	1
	5%	4%	7%	5%	2%	5%	6%	4%	2%	5%	6%	4%	7%	3%	4%	7%	3%	4%	6%	4%	3%	4%	11%	3%
RETAIL/RETAIL SALES/ WHOLESALE	19	9	8	17	2	-	9	7	1	10	7	5	4	10	3	5	11	3	2	13	6	14	-	3
	5%	6%	5%	5%	3%	-	5%	4%	2%	5%	6%	5%	2%	7%	3%	3%	7%	3%	2%	7%	13%	4%	-	7%
WOODWORKING/WOOD MANUFACTURING	9	2	3	5	3	-	2	7	-	7	2	-	5	4	-	6	3	4	1	2	-	8	-	1
	2%	1%	2%	2%	5%	-	1%	4%	-	3%	2%	-	3%	3%	-	4%	2%	4%	1%	2%	-	2%	-	3%
DISTRIBUTION	9	4	4	7	1	2	2	1	3	5	1	1	3	3	2	3	2	-	4	4	1	4	-	4
	2%	2%	2%	2%	2%	4%	1%	1%	5%	2%	1%	1%	2%	3%	3%	2%	1%	-	4%	2%	2%	1%	-	10%
ELECTRONICS COMPONENTS	8	4	3	8	-	1	6	1	1	1	5	3	1	4	1	1	5	3	1	3	1	5	-	3
	2%	3%	2%	2%	-	2%	3%	1%	2%	-	5%	3%	-	3%	2%	-	4%	3%	2%	2%	2%	1%	-	7%
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	6	3	1	4	2	1	1	4	1	3	2	1	3	2	-	3	3	3	-	3	2	6	-	-
	2%	2%	-	1%	3%	2%	1%	2%	2%	1%	2%	1%	2%	2%	-	2%	2%	3%	-	2%	5%	2%	-	-
CONSTRUCTION	6	3	3	6	-	-	6	-	-	3	3	1	3	2	1	2	3	3	-	3	-	6	-	-
	1%	2%	2%	2%	-	-	3%	-	-	1%	3%	1%	2%	1%	1%	1%	2%	2%	-	2%	-	2%	-	-
GRAPHIC DESIGN/ART	5	2	2	4	1	2	1	1	2	2	1	1	1	2	1	1	2	3	-	2	1	5	-	-
	1%	1%	1%	1%	1%	5%	1%	1%	5%	1%	1%	1%	1%	1%	1%	1%	1%	2%	-	1%	2%	1%	-	-
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/ TRUCKING	5	3	-	3	1	1	1	2	1	3	1	2	1	1	1	2	1	1	1	2	-	5	-	-
	1%	2%	-	1%	2%	1%	-	1%	2%	1%	1%	2%	1%	1%	2%	1%	1%	1%	1%	1%	-	1%	-	-
INFORMATION TECHNOLOGY, IT	5	2	3	5	-	1	3	-	1	1	3	3	-	2	2	1	2	1	-	4	1	5	-	-
	1%	1%	2%	1%	-	2%	2%	-	2%	-	2%	3%	-	1%	2%	-	1%	1%	-	2%	2%	1%	-	-
ANIMAL/AGRICULTURAL MANUFACTURING	4	2	-	2	1	-	1	3	1	2	-	1	2	-	1	1	1	1	-	3	-	2	1	-
	1%	2%	-	1%	2%	-	1%	2%	3%	1%	-	1%	1%	-	2%	1%	1%	1%	-	1%	-	1%	6%	-
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	3	1	1	2	1	2	1	-	-	2	1	1	1	1	-	2	1	-	2	1	-	3	-	-
	1%	1%	-	1%	2%	1%	1%	-	-	1%	1%	1%	1%	1%	-	1%	1%	-	3%	1	-	1%	-	-

M E E T I N G S T R E E T I N S I G H T S

Continued

Table 56-2
 QUESTION 37:
 Which one of the following best describes your company's primary business?

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	3/3	UNDER 50	51- 100	101+
REPAIRS/MAINTENANCE	3 1%	-	1 1%	1	2 3%	-	-	3 2%	-	1 1%	2 2%	-	2 1%	1 1%	1 1%	2 1%	-	1 1%	1 1%	-	-	3 1%	-	-
MEDICAL MANUFACTURING	2	-	1	1	-	-	2	-	-	1	1	-	1	-	1	-	1	-	-	2	1	2	-	-
PAINING/COATING	1	-	1 1%	1	-	-	1 1%	-	-	-	-	-	-	1 1%	1 1%	-	-	-	1 1%	-	-	1	-	-
SIGN MANUFACTURING	1	1 1%	-	1	-	1 2%	-	-	1 2%	-	-	1 1%	-	-	1 1%	-	-	-	-	1 1%	-	1	-	-
RECYCLING	1	-	1	1	-	-	1	-	-	1	-	-	-	1 1%	-	1	-	-	1 1%	-	-	1	-	-
SERVICE/HOSPITALITY	1	1 1%	-	1	-	1 2%	-	-	-	-	1	-	-	1 1%	-	-	1 1%	-	-	1	-	1	1	-
SOMETHING ELSE	25 6%	9 6%	11 6%	20 6%	5 7%	4 9%	11 6%	8 5%	6 12%	10 5%	7 6%	9 10%	9 5%	7 5%	7 9%	11 7%	6 4%	9 7%	5 5%	11 6%	3 7%	20 6%	-	3 7%
REFUSED	5 1%	1 1%	2 1%	3 1%	2 2%	1 3%	1	3 2%	1 2%	3 1%	1 1%	-	2 2%	3 2%	-	2 1%	3 2%	2 2%	1 1%	2 1%	-	2 1%	-	-

Table 56-3
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	INFL-ATION	INCR MAT COSTS	ATTR-ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	316	84	83	86	124	88	102	132	77	132	118	110	86	61	52	39	19	294	99
	100%	79%	21%	21%	22%	31%	22%	26%	33%	19%	33%	30%	27%	21%	15%	13%	10%	5%	73%	25%
PRECISION MANUFACTURING	80	67	13	11	25	27	16	14	32	19	23	29	24	18	14	11	8	3	58	21
	20%	21%	16%	14%	29%	21%	18%	14%	24%	25%	17%	24%	22%	21%	23%	21%	19%	18%	20%	22%
METAL FABRICATION	57	45	12	5	13	23	14	12	18	10	22	18	17	14	10	9	2	1	39	16
	14%	14%	14%	6%	15%	18%	16%	12%	14%	13%	17%	15%	16%	16%	16%	17%	5%	4%	13%	16%
PROCESS MANUFACTURING	45	35	11	14	11	6	13	19	13	8	17	10	16	10	7	3	6	3	31	12
	11%	11%	13%	16%	13%	5%	14%	18%	10%	10%	13%	8%	15%	12%	12%	6%	15%	16%	11%	12%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	38	30	8	10	7	11	8	8	10	9	17	10	4	9	4	7	5	1	28	9
	9%	9%	10%	12%	9%	9%	9%	8%	8%	12%	13%	9%	4%	11%	7%	13%	12%	3%	10%	9%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY/BREWERY	24	15	10	9	5	5	5	7	5	4	3	13	4	4	2	4	2	2	19	5
	6%	5%	11%	11%	6%	4%	6%	7%	4%	5%	3%	11%	3%	5%	4%	8%	5%	12%	7%	5%
PRINTING/PAPER	23	18	5	3	6	10	5	8	8	3	6	6	9	3	3	2	2	2	20	3
	6%	6%	6%	3%	7%	8%	6%	8%	6%	3%	5%	5%	8%	4%	5%	4%	5%	9%	7%	3%
PLASTICS	19	19	-	4	2	11	2	3	9	5	6	6	4	4	3	2	2	1	14	4
	5%	6%	-	4%	3%	9%	2%	3%	7%	6%	5%	5%	4%	4%	5%	3%	5%	4%	5%	4%
RETAIL/RETAIL SALES/WHOLESALE	19	15	3	7	2	6	4	2	8	5	6	5	6	7	2	2	-	-	12	6
	5%	5%	4%	8%	3%	4%	4%	2%	6%	7%	5%	4%	6%	8%	4%	4%	-	-	4%	6%
WOODWORKING/WOOD MANUFACTURING	9	6	2	3	2	-	2	-	5	1	5	2	1	3	1	-	3	1	6	2
	2%	2%	3%	4%	3%	-	3%	-	4%	1%	4%	2%	1%	3%	1%	-	8%	4%	2%	2%
DISTRIBUTION	9	6	3	3	2	2	-	4	1	1	1	1	1	-	1	3	-	2	7	1
	2%	2%	3%	3%	3%	2%	-	4%	1%	2%	1%	1%	1%	-	2%	5%	-	12%	2%	1%
ELECTRONICS COMPONENTS	8	6	2	-	2	5	-	3	2	-	-	1	4	1	3	-	1	-	7	1
	2%	2%	2%	-	2%	4%	-	3%	2%	-	-	1%	4%	1%	5%	-	4%	-	2%	1%
CABINET MANUFACTURING/CUSTOM CABINETS/COUNTERTOPS/DOORS	6	6	-	2	-	2	2	1	2	3	4	1	2	-	1	1	1	-	2	4
	2%	2%	-	2%	-	2%	2%	1%	2%	4%	3%	1%	2%	-	2%	2%	2%	-	1%	4%
CONSTRUCTION	6	3	3	1	2	3	-	2	2	1	1	3	1	1	-	1	1	1	4	1
	1%	1%	3%	1%	2%	2%	-	2%	1%	1%	1%	2%	1%	1%	-	1%	2%	5%	1%	1%
GRAPHIC DESIGN/ART	5	2	3	2	1	1	-	1	1	1	1	3	1	-	-	1	1	-	3	2
	1%	1%	3%	2%	2%	1%	-	1%	1%	1%	1%	2%	1%	-	-	2%	2%	-	1%	2%
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/TRUCKING	5	4	1	2	1	2	-	1	1	1	1	-	2	2	2	-	-	-	3	2
	1%	1%	1%	2%	1%	1%	-	1%	1%	2%	1%	-	2%	2%	3%	-	-	-	1%	2%
INFORMATION TECHNOLOGY, IT	5	4	1	1	-	-	2	1	2	-	-	-	1	1	-	-	-	2	4	1
	1%	1%	1%	1%	-	-	2%	1%	1%	-	-	-	1%	1%	-	-	-	8%	1%	1%
ANIMAL/AGRICULTURAL MANUFACTURING	4	2	1	1	-	2	-	-	2	-	1	-	1	1	1	1	-	-	4	-
	1%	1%	2%	2%	-	2%	-	-	2%	-	1%	-	1%	1%	2%	3%	-	-	1%	-
TEXTILE MANUFACTURING/EMBROIDERY/APPAREL	3	3	-	-	-	1	2	-	-	1	2	-	1	2	-	-	-	-	1	2
	1%	1%	-	-	-	1%	2%	-	-	2%	2%	-	1%	3%	-	-	-	-	-	2%

M E E T I N G S T R E E T I N S I G H T S

Continued

Table 56-3
 QUESTION 37:
 Which one of the following best describes your company's primary business?

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- SION	FLAT	RECES- SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
REPAIRS/MAINTENANCE	3 1%	2 1%	1 1%	1 1%	-	2 2%	-	-	2 1%	1 2%	2 2%	1 1%	2 2%	-	-	1 2%	-	-	3 1%	-
MEDICAL MANUFACTURING	2 -	2 1%	-	-	-	1 1%	1 1%	1 1%	-	-	-	-	-	-	-	-	-	-	2 1%	-
PAINTING/COATING	1 -	-	1 1%	-	-	-	-	1 1%	-	-	-	-	-	-	-	-	-	-	1 -	-
SIGN MANUFACTURING	1 -	1 -	-	-	-	1 1%	-	1 1%	-	-	-	-	-	-	-	-	-	-	-	1 1%
RECYCLING	1 -	1 -	-	-	-	-	1 1%	-	1 1%	-	-	-	-	-	1 1%	-	-	-	1 -	-
SERVICE/HOSPITALITY	1 -	1 -	-	-	-	-	1 1%	1 1%	-	-	-	-	1 1%	-	1 1%	-	-	-	1 -	-
SOMETHING ELSE	25 6%	21 7%	4 4%	6 7%	3 3%	5 4%	10 11%	11 11%	5 4%	3 4%	8 6%	8 7%	6 5%	6 7%	4 7%	5 10%	4 10%	1 4%	20 7%	5 5%
REFUSED	5 1%	4 1%	1 2%	-	-	-	-	1 1%	3 2%	-	4 3%	1 1%	1 1%	-	-	-	3 7%	-	5 2%	-

Table 56-4
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%	
PRECISION MANUFACTURING	80 20%	35 18%	24 20%	14 19%	8 13%	12 21%	14 26%	6 17%	51 22%	18 20%	8 17%	2 7%	36 24%	31 19%	12 15%	26 18%	12 23%	19 19%	8 16%	7 7%	48 22%	
METAL FABRICATION	57 14%	23 11%	23 19%	11 15%	10 16%	9 17%	10 19%	4 9%	28 12%	16 18%	11 24%	2 7%	31 20%	20 12%	5 7%	29 19%	4 8%	13 13%	12 24%	21 21%	27 12%	
PROCESS MANUFACTURING	45 11%	30 15%	13 11%	6 8%	7 11%	10 18%	7 13%	12 30%	24 10%	8 9%	8 17%	6 21%	20 13%	17 10%	8 11%	19 13%	5 10%	16 16%	8 16%	16 16%	20 9%	
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	38 9%	15 7%	11 9%	5 6%	7 11%	5 9%	3 5%	5 12%	22 9%	9 10%	5 10%	2 7%	9 6%	18 11%	11 14%	14 10%	7 13%	8 8%	5 10%	10 10%	21 10%	
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY/BREWERY	24 6%	12 6%	2 1%	7 10%	4 6%	3 6%	3 5%	3 8%	11 5%	9 10%	1 1%	2 8%	3 2%	12 7%	9 12%	6 4%	4 8%	4 4%	3 6%	2 2%	11 5%	
PRINTING/PAPER	23 6%	12 6%	5 4%	7 9%	2 3%	- -	4 7%	3 8%	16 7%	5 6%	1 2%	1 4%	7 4%	10 6%	6 7%	7 5%	3 5%	11 11%	1 2%	4 4%	18 8%	
PLASTICS	19 5%	12 6%	6 5%	4 5%	- -	3 5%	1 1%	2 5%	10 4%	4 4%	3 5%	2 7%	8 5%	9 6%	1 1%	8 6%	5 10%	1 1%	2 4%	4 4%	9 4%	
RETAIL/RETAIL SALES/ WHOLESALE	19 5%	10 5%	8 7%	2 2%	5 7%	1 2%	- -	1 2%	12 5%	- -	3 6%	3 10%	7 5%	7 4%	3 4%	5 4%	2 3%	1 1%	2 4%	7 7%	12 5%	
WOODWORKING/WOOD MANUFACTURING	9 2%	7 3%	3 2%	- -	- -	1 2%	1 1%	- -	7 3%	1 1%	1 2%	- -	3 2%	1 1%	3 4%	2 1%	3 5%	2 2%	1 2%	5 5%	2 1%	
DISTRIBUTION	9 2%	6 3%	- -	1 2%	3 5%	3 5%	- -	- -	5 2%	4 4%	- -	- -	1 1%	5 3%	3 3%	4 3%	- -	7 7%	1 2%	2 2%	5 2%	
ELECTRONICS COMPONENTS	8 2%	3 2%	- -	1 1%	6 9%	1 2%	- -	- -	4 2%	4 4%	- -	- -	1 1%	5 3%	2 2%	4 3%	- -	6 6%	1 2%	- -	2 1%	
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	6 2%	4 2%	5 4%	3 4%	- -	1 2%	- -	- -	2 1%	2 3%	- -	1 4%	4 3%	2 1%	- -	3 2%	2 3%	- -	2 4%	1 1%	1 1%	
CONSTRUCTION	6 1%	3 1%	5 4%	- -	- -	1 1%	- -	- -	1 -	1 1%	1 2%	3 12%	1 1%	4 2%	1 1%	4 3%	- -	- -	2 4%	2 2%	4 2%	
GRAPHIC DESIGN/ART	5 1%	1 -	1 1%	2 2%	3 5%	- -	1 2%	- -	4 2%	- -	- -	1 3%	1 -	1 1%	3 4%	1 -	2 3%	- -	- -	3 3%	1 1%	
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/ TRUCKING	5 1%	2 1%	2 2%	1 1%	1 2%	- -	- -	- -	2 1%	1 1%	1 2%	- -	5 3%	- -	- -	2 1%	1 2%	1 1%	- -	5 5%	1 -	
INFORMATION TECHNOLOGY, IT	5 1%	1 -	1 1%	- -	2 2%	1 1%	1 2%	1 2%	4 2%	- -	1 2%	- -	- -	3 2%	2 2%	- -	- -	2 2%	2 4%	- -	2 1%	
ANIMAL/AGRICULTURAL MANUFACTURING	4 1%	1 1%	1 1%	1 1%	- -	1 2%	1 3%	- -	2 1%	1 2%	- -	- -	1 1%	1 1%	1 2%	1 1%	2 3%	5 5%	- -	4 4%	- -	

Continued

Table 56-4
 QUESTION 37:
 Which one of the following best describes your company's primary business?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS						
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	3 1%	1 1%	2 2%	- -	- -	- -	1 2%	- -	1 -	1 1%	1 3%	- -	2 1%	1 1%	- -	2 1%	- -	2 2%	- -	- -	2 1%
REPAIRS/MAINTENANCE	3 1%	- -	2 2%	- -	- -	1 2%	- -	- -	1 1%	1 1%	1 2%	- -	2 1%	1 1%	- -	2 1%	- -	- -	- -	3 3%	1 1%
MEDICAL MANUFACTURING	2 -	1 1%	- -	- -	1 1%	- -	- -	- -	2 1%	- -	- -	- -	1 1%	1 -	- -	- -	- -	- -	- -	- -	2 1%
PAINTING/COATING	1 -	- -	- -	- -	- -	- -	- -	- -	1 -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	1 1%
SIGN MANUFACTURING	1 -	1 1%	- -	1 1%	- -	- -	- -	- -	1 -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	2 2%	1 -
RECYCLING	1 -	1 -	- -	- -	- -	- -	1 1%	- -	1 -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 -
SERVICE/HOSPITALITY	1 -	- -	- -	- -	- -	1 1%	- -	- -	1 -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 -
SOMETHING ELSE	25 6%	14 7%	7 6%	8 11%	5 8%	1 3%	5 9%	1 4%	16 7%	6 6%	2 5%	1 4%	9 6%	9 6%	6 8%	8 5%	1 2%	- -	1 2%	2 2%	22 10%
REFUSED	5 1%	2 1%	1 1%	- -	- -	- -	1 3%	1 3%	4 2%	- -	- -	1 5%	1 1%	3 2%	1 1%	1 1%	1 2%	1 1%	- -	- -	3 1%

Table 56-5
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
PRECISION MANUFACTURING	80 20%	49 21%	50 22%	53 24%	40 20%	32 19%	43 26%	34 22%	34 20%	42 20%	40 20%	37 19%	38 20%	42 21%	39 30%	39 15%	27 23%	28 21%	25 17%
METAL FABRICATION	57 14%	33 14%	39 17%	36 16%	26 13%	25 15%	29 18%	25 17%	25 15%	30 14%	26 13%	30 16%	26 14%	29 14%	13 10%	41 16%	15 13%	20 15%	22 14%
PROCESS MANUFACTURING	45 11%	22 9%	22 10%	21 10%	20 10%	17 10%	14 8%	14 9%	22 13%	21 10%	19 10%	25 13%	25 14%	20 10%	19 15%	24 9%	12 11%	14 11%	19 12%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	38 9%	27 11%	18 8%	21 9%	20 10%	20 12%	19 11%	18 12%	17 10%	20 10%	20 10%	18 9%	16 8%	22 11%	15 12%	22 9%	10 8%	11 8%	17 11%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY/BREWERY	24 6%	19 8%	9 4%	13 6%	14 7%	8 5%	8 5%	6 4%	10 6%	11 5%	14 7%	9 5%	18 9%	7 3%	5 4%	16 6%	10 8%	7 5%	8 5%
PRINTING/PAPER	23 6%	14 6%	14 6%	11 5%	13 7%	9 5%	10 6%	7 5%	9 5%	13 6%	13 7%	10 5%	9 5%	14 7%	3 3%	19 7%	6 5%	6 5%	11 7%
PLASTICS	19 5%	10 4%	12 5%	12 5%	14 7%	6 3%	8 5%	6 4%	8 5%	10 5%	8 4%	10 5%	8 4%	9 4%	8 6%	11 4%	4 3%	6 4%	9 6%
RETAIL/RETAIL SALES/ WHOLESALE	19 5%	12 5%	12 6%	9 4%	8 4%	11 7%	10 6%	10 7%	4 2%	10 5%	13 7%	3 2%	11 6%	6 3%	2 1%	15 6%	4 4%	3 2%	11 7%
WOODWORKING/WOOD MANUFACTURING	9 2%	4 2%	3 2%	3 1%	2 1%	3 2%	2 1%	3 2%	4 2%	5 2%	1 1%	7 4%	2 1%	7 3%	-	9 3%	1 1%	5 4%	3 2%
DISTRIBUTION	9 2%	4 2%	4 2%	2 1%	5 2%	4 2%	2 1%	4 2%	2 1%	3 2%	3 2%	1 1%	5 3%	3 2%	3 2%	4 2%	2 2%	1 1%	5 3%
ELECTRONICS COMPONENTS	8 2%	3 1%	3 1%	4 2%	3 2%	7 4%	-	3 2%	5 3%	3 1%	6 3%	2 1%	5 3%	2 1%	4 3%	4 1%	5 4%	2 2%	1 -
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	6 2%	5 2%	4 2%	3 1%	3 1%	3 2%	3 2%	3 2%	1 1%	5 3%	1 1%	5 3%	-	6 3%	-	6 2%	-	4 3%	2 1%
CONSTRUCTION	6 1%	4 2%	3 1%	4 2%	3 1%	4 2%	3 2%	2 1%	3 2%	3 2%	2 1%	4 2%	1 -	5 2%	1 1%	5 2%	1 1%	2 2%	3 2%
GRAPHIC DESIGN/ART	5 1%	4 2%	2 1%	2 1%	2 1%	1 1%	2 1%	2 1%	-	5 2%	-	5 2%	2 1%	3 1%	-	5 2%	-	5 4%	-
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/ TRUCKING	5 1%	2 1%	2 1%	1 -	-	-	1 -	-	2 1%	1 1%	2 1%	2 1%	2 1%	3 1%	1 1%	4 1%	2 1%	1 1%	2 1%
INFORMATION TECHNOLOGY, IT	5 1%	3 1%	2 1%	2 1%	2 1%	1 -	2 1%	3 2%	3 2%	1 -	3 1%	1 1%	2 1%	3 1%	2 2%	3 1%	2 2%	-	3 2%
ANIMAL/AGRICULTURAL MANUFACTURING	4 1%	-	2 1%	1 -	2 1%	2 1%	-	-	2 1%	1 1%	4 2%	-	-	2 1%	2 2%	1 1%	2 2%	-	1 1%
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	3 1%	2 1%	2 1%	2 1%	2 1%	-	1 1%	1 1%	-	3 2%	2 1%	1 1%	1 1%	2 1%	-	3 1%	-	1 1%	2 1%

M E E T I N G S T R E E T I N S I G H T S

Continued

Table 56-5
 QUESTION 37:
 Which one of the following best describes your company's primary business?

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS			
	TOTAL	WORK-	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE- FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		LIFE BAL																	
REPAIRS/MAINTENANCE	3 1%	2 1%	2 1%	2 1%	3 2%	2 1%	- -	1 1%	1 1%	2 1%	2 1%	1 -	2 1%	1 1%	1 1%	2 1%	1 1%	1 1%	1 1%
MEDICAL MANUFACTURING	2 -	1 -	- -	- -	- -	- -	- -	- -	1 -	1 1%	- -	1 1%	2 1%	- -	1 1%	1 -	- -	1 1%	1 -
PAINTING/COATING	1 -	1 -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	1 1%	- -	1 1%	- -	- -	1 -	1 1%	- -	- -
SIGN MANUFACTURING	1 -	- -	1 -	- -	- -	- -	1 1%	- -	- -	1 -	- -	1 1%	- -	1 -	- -	1 -	- -	1 1%	- -
RECYCLING	1 -	1 -	1 -	1 -	- -	1 -	1 -	1 1%	- -	1 -	- -	1 -	- -	1 -	- -	1 -	- -	1 1%	- -
SERVICE/HOSPITALITY	1 -	1 -	1 -	1 -	1 -	1 -	- -	- -	1 -	- -	- -	1 -	- -	1 -	- -	1 -	- -	- -	1 1%
SOMETHING ELSE	25 6%	9 4%	14 6%	12 6%	14 7%	10 6%	6 4%	5 3%	10 6%	15 7%	11 6%	14 7%	10 5%	15 7%	10 8%	15 6%	7 6%	11 8%	6 4%
REFUSED	5 1%	2 1%	3 1%	4 2%	2 1%	2 1%	2 1%	2 1%	4 2%	1 -	3 1%	2 1%	3 1%	2 1%	1 1%	2 1%	3 2%	1 1%	2 1%

Table 56-6

QUESTION 37:

Which one of the following best describes your company's primary business?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	REGION					
		IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
METAL FABRICATION	51 17%	4 8%	8 17%	5 10%	12 24%	11 22%	10 19%
PRECISION MANUFACTURING	47 15%	12 23%	5 11%	13 27%	8 16%	2 5%	5 10%
PROCESS MANUFACTURING	45 15%	5 10%	3 5%	13 26%	8 16%	8 16%	8 16%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	31 10%	7 13%	8 17%	- -	5 10%	4 7%	7 13%
PRINTING/PAPER	19 6%	3 5%	6 11%	5 10%	1 2%	- -	4 8%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY/BREWERY	14 4%	4 8%	3 5%	2 3%	3 6%	1 2%	1 1%
PLASTICS	13 4%	5 10%	1 3%	- -	2 4%	2 4%	2 5%
RETAIL/RETAIL SALES/ WHOLESALE	12 4%	2 3%	1 3%	- -	2 4%	4 9%	2 5%
ANIMAL/AGRICULTURAL MANUFACTURING	11 4%	2 3%	- -	5 10%	- -	1 1%	4 7%
WOODWORKING/WOOD MANUFACTURING	10 3%	3 5%	- -	2 3%	1 2%	3 6%	2 4%
DISTRIBUTION	10 3%	- -	7 14%	- -	1 2%	2 4%	- -
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/ TRUCKING	7 2%	1 2%	1 3%	- -	- -	4 9%	1 1%
ELECTRONICS COMPONENTS	7 2%	- -	4 8%	2 3%	1 2%	- -	- -
GRAPHIC DESIGN/ART	5 2%	2 3%	- -	- -	- -	1 1%	2 5%
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	4 1%	2 3%	- -	- -	2 4%	1 1%	- -
CONSTRUCTION	4 1%	- -	- -	- -	2 4%	2 4%	- -
INFORMATION TECHNOLOGY, IT	4 1%	- -	- -	2 3%	2 4%	- -	- -

MEETING STREET INSIGHTS

Continued

Table 56-6
 QUESTION 37:
 Which one of the following best describes your company's primary business?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF	NORTH-		SOUTH	SW	WEST
	INIT	INIT	LAND	NW MN	MN	INIT	CENT
							INIT
REPAIRS/MAINTENANCE	3 1%	-	-	-	-	2 4%	1 2%
SIGN MANUFACTURING	2 1%	-	-	-	-	2 4%	-
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	2 1%	-	-	2 3%	-	-	-
SOMETHING ELSE	4 1%	1 2%	-	-	1 2%	1 1%	2 4%
REFUSED	2 1%	1 2%	1 3%	-	-	-	-

Table 57-1
QUESTION 38:
How many years has your company been in operation?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL-\$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PRECISION	METAL	PROC-ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MAN-AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (1-15 YEARS - 16+ YEARS)	-250	-93	-49	-24	-31	-52	-143	-107	-64	-82	-89	-100	-79	-67	-57	-48	-30	-15	73	-322	-78	-94	-51	-21
	-62%	-67%	-57%	-51%	-72%	-63%	-63%	-62%	-44%	-65%	-88%	-49%	-66%	-96%	-71%	-85%	-67%	-39%	100%	-100%	-49%	-79%	-61%	-86%
TOTAL 1-15 YEARS	73	22	19	11	6	15	41	32	40	21	6	51	20	1	11	4	7	12	73	-	40	12	17	2
	18%	16%	22%	23%	14%	18%	18%	18%	28%	17%	6%	25%	17%	2%	14%	7%	16%	31%	100%	-	25%	10%	20%	7%
1-3 YEARS	9	6	2	-	1	-	8	1	4	4	-	6	2	-	-	1	1	1	9	-	4	1	3	-
	2%	4%	2%	-	2%	-	3%	1%	3%	3%	-	3%	2%	-	-	2%	2%	2%	12%	-	2%	1%	3%	-
4-6 YEARS	10	2	2	2	1	3	4	6	4	2	-	7	2	-	2	1	1	1	10	-	6	1	2	-
	2%	1%	2%	4%	2%	4%	2%	3%	3%	2%	-	4%	2%	-	3%	1%	2%	2%	13%	-	4%	1%	2%	-
7-10 YEARS	20	6	3	2	2	6	9	11	16	3	1	14	6	-	4	1	2	2	20	-	11	2	6	1
	5%	4%	4%	5%	5%	8%	4%	6%	11%	2%	1%	7%	5%	-	5%	2%	4%	4%	28%	-	7%	2%	7%	3%
11-15 YEARS	34	8	12	7	2	5	20	14	16	13	5	23	9	1	5	1	3	8	34	-	19	8	6	1
	9%	6%	13%	14%	5%	7%	9%	8%	11%	10%	5%	11%	8%	2%	7%	3%	8%	22%	47%	-	12%	7%	7%	4%
16 YEARS OR MORE	322	115	68	36	37	67	183	139	103	104	95	151	100	68	69	52	38	26	-	322	118	106	67	22
	81%	82%	78%	74%	86%	81%	81%	80%	72%	82%	94%	74%	83%	98%	86%	93%	84%	69%	-	100%	74%	89%	80%	93%
REFUSED	5	3	-	1	-	1	3	2	1	1	-	2	-	-	-	-	-	-	-	-	3	2	-	-
	1%	2%	-	3%	-	1%	1%	1%	1%	1%	-	1%	-	-	-	-	-	-	-	-	2%	1%	-	-

Table 57-2
QUESTION 38:
How many years has your company been in operation?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	3/3	UNDER 50	51- 100	101+
					74																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (1-15 YEARS - 16+ YEARS)	-250	-92	-111	-203	-44	-21	-121	-96	-29	-136	-81	-44	-98	-104	-41	-102	-102	-53	-62	-131	-40	-180	-22	-45
	-62%	-60%	-66%	-63%	-59%	-43%	-73%	-58%	-59%	-61%	-67%	-46%	-62%	-76%	-50%	-63%	-69%	-45%	-67%	-72%	-88%	-55%	-89%	-100%
TOTAL 1-15 YEARS	73	30	28	57	14	13	22	33	10	42	19	26	29	15	21	29	21	31	15	25	3	71	1	-
	18%	19%	16%	18%	19%	27%	13%	20%	20%	19%	16%	27%	18%	11%	25%	18%	14%	27%	16%	14%	6%	22%	6%	-
1-3 YEARS	9	4	4	8	1	3	3	3	1	4	3	4	4	1	4	3	2	4	2	3	1	9	-	-
	2%	3%	2%	2%	1%	6%	2%	2%	2%	2%	2%	4%	3%	1%	5%	2%	1%	3%	2%	2%	2%	3%	-	-
4-6 YEARS	10	5	4	9	1	1	1	7	2	5	1	2	4	3	3	3	3	2	5	2	-	10	-	-
	2%	3%	2%	3%	2%	3%	1%	4%	4%	2%	1%	2%	2%	2%	3%	2%	2%	2%	5%	1%	-	3%	-	-
7-10 YEARS	20	9	5	14	5	2	9	7	1	11	8	9	7	3	5	8	7	9	2	8	1	20	-	-
	5%	6%	3%	4%	6%	5%	5%	5%	2%	5%	7%	9%	5%	2%	6%	5%	5%	8%	2%	4%	2%	6%	-	-
11-15 YEARS	34	12	14	27	8	7	10	15	5	22	7	11	14	9	10	15	9	16	6	12	1	33	1	-
	9%	8%	9%	8%	10%	14%	6%	9%	11%	10%	6%	12%	9%	6%	11%	9%	6%	14%	7%	7%	2%	10%	6%	-
16 YEARS OR MORE	322	122	138	260	58	35	143	129	39	178	100	70	127	119	62	132	123	84	77	156	43	251	23	45
	81%	80%	82%	81%	78%	70%	86%	78%	79%	80%	83%	73%	80%	87%	75%	81%	84%	72%	83%	86%	94%	77%	94%	100%
REFUSED	5	1	2	3	2	1	1	3	1	3	1	-	2	3	-	2	3	2	1	2	-	2	-	-
	1%	1%	1%	1%	2%	3%	-	2%	2%	1%	1%	-	2%	2%	-	1%	2%	2%	1%	1%	-	1%	-	-

Table 57-3
QUESTION 38:
How many years has your company been in operation?

BANNER 3

	GENDER			AGE			2025 PROJECTION					FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- SION	FLAT	RECES- SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	316	84	83	86	124	88	102	132	77	132	118	110	86	61	52	39	19	294	99
	100%	79%	21%	21%	22%	31%	22%	26%	33%	19%	33%	30%	27%	21%	15%	13%	10%	5%	73%	25%
**D/S (1-15 YEARS - 16+ YEARS)	-250	-210	-40	-28	-46	-101	-67	-58	-96	-47	-71	-61	-82	-51	-51	-32	-19	-11	-167	-78
	-62%	-66%	-48%	-33%	-54%	-82%	-76%	-57%	-73%	-62%	-54%	-52%	-75%	-59%	-84%	-62%	-49%	-57%	-57%	-78%
TOTAL 1-15 YEARS	73	51	21	28	20	11	10	21	16	15	28	13	17	5	10	9	4	61	11	
	18%	16%	25%	33%	23%	9%	12%	21%	12%	19%	22%	24%	12%	20%	8%	19%	22%	22%	21%	11%
1-3 YEARS	9	6	3	3	4	1	1	6	-	1	5	4	3	-	-	2	2	-	8	1
	2%	2%	4%	3%	4%	1%	1%	6%	-	1%	4%	3%	3%	-	-	3%	6%	-	3%	1%
4-6 YEARS	10	5	4	6	1	-	2	1	3	3	5	3	5	-	1	1	1	-	7	1
	2%	2%	5%	7%	1%	-	2%	1%	2%	4%	4%	2%	4%	-	1%	2%	3%	-	2%	1%
7-10 YEARS	20	13	7	7	7	4	1	6	4	6	12	3	5	1	2	2	2	2	19	1
	5%	4%	9%	8%	8%	3%	1%	6%	3%	8%	4%	10%	2%	6%	2%	4%	4%	10%	6%	1%
11-15 YEARS	34	27	7	12	9	7	6	9	10	4	13	10	2	13	3	5	4	2	27	7
	9%	9%	8%	15%	10%	5%	7%	8%	8%	6%	10%	8%	2%	15%	5%	10%	9%	12%	9%	7%
16 YEARS OR MORE	322	261	61	55	66	113	78	79	113	62	100	89	95	68	56	42	28	15	228	88
	81%	83%	73%	67%	77%	91%	88%	78%	86%	81%	76%	75%	87%	80%	92%	81%	71%	78%	78%	89%
REFUSED	5	4	1	-	-	-	-	1	3	-	4	1	1	-	-	-	3	-	5	-
	1%	1%	2%	-	-	-	-	1%	2%	-	3%	1%	1%	-	-	-	7%	-	2%	-

Table 57-4
QUESTION 38:
How many years has your company been in operation?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRACT CAND			HIRING + DIFF	COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (1-15 YEARS - 16+ YEARS)	-250 -62%	-113 -57%	-77 -64%	-46 -64%	-31 -48%	-49 -88%	-40 -74%	-23 -58%	-134 -58%	-68 -75%	-31 -67%	-11 -40%	-104 -67%	-99 -60%	-44 -56%	-107 -72%	-32 -59%	-74 -74%	-33 -65%	-67 -67%	-139 -64%
TOTAL 1-15 YEARS	73 18%	41 21%	21 18%	13 18%	17 26%	3 6%	6 12%	8 20%	47 20%	11 12%	8 16%	7 27%	25 16%	31 19%	17 22%	20 14%	11 20%	12 12%	9 18%	17 17%	38 18%
1-3 YEARS	9 2%	7 3%	3 3%	4 5%	1 1%	1 2%	-	2 5%	5 2%	2 2%	-	2 8%	4 3%	1 1%	4 5%	2 1%	1 2%	-	1 2%	2 2%	7 3%
4-6 YEARS	10 2%	5 2%	2 2%	3 4%	2 4%	-	1 1%	1 3%	7 3%	1 1%	1 2%	1 4%	2 1%	6 4%	2 2%	3 2%	2 3%	3 3%	1 2%	2 2%	4 2%
7-10 YEARS	20 5%	8 4%	6 5%	4 6%	5 7%	2 4%	3 5%	3 7%	14 6%	3 3%	2 5%	1 4%	8 5%	6 4%	6 7%	4 3%	3 5%	3 3%	5 10%	3 3%	9 4%
11-15 YEARS	34 9%	21 11%	10 8%	2 3%	9 14%	-	3 6%	2 5%	21 9%	6 7%	5 10%	3 11%	10 7%	18 11%	6 8%	11 8%	5 10%	6 6%	2 4%	9 9%	19 9%
16 YEARS OR MORE	322 81%	154 78%	99 82%	60 82%	48 74%	52 94%	47 86%	30 78%	181 78%	79 88%	39 84%	18 67%	129 83%	129 79%	62 77%	127 85%	43 79%	86 86%	42 82%	83 83%	177 81%
REFUSED	5 1%	2 1%	1 1%	-	-	-	1 3%	1 3%	4 2%	-	-	1 5%	1 1%	3 2%	1 1%	1 2%	1 1%	1 1%	-	-	3 1%

Table 57-5
QUESTION 38:
How many years has your company been in operation?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL																	
BASE=TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
**D/S (1-15 YEARS - 16+ YEARS)	-250 -62%	-134 -57%	-150 -67%	-145 -65%	-122 -61%	-101 -60%	-111 -66%	-103 -69%	-114 -67%	-123 -59%	-116 -60%	-119 -63%	-114 -61%	-130 -63%	-88 -69%	-152 -60%	-73 -63%	-76 -58%	-101 -66%
TOTAL 1-15 YEARS	73 18%	49 21%	36 16%	36 16%	38 19%	32 19%	27 16%	23 15%	26 15%	42 20%	38 19%	34 18%	35 19%	37 18%	20 15%	50 20%	20 18%	27 21%	25 16%
1-3 YEARS	9 2%	7 3%	7 3%	8 4%	4 2%	8 5%	5 3%	6 4%	4 2%	4 2%	5 2%	4 2%	7 4%	2 1%	1 1%	8 3%	3 3%	3 2%	3 2%
4-6 YEARS	10 2%	6 3%	5 2%	6 3%	4 2%	2 1%	2 1%	3 2%	3 2%	7 3%	7 4%	2 1%	5 3%	5 2%	5 4%	4 2%	3 3%	2 2%	4 3%
7-10 YEARS	20 5%	14 6%	11 5%	10 4%	15 8%	9 5%	9 5%	7 5%	6 4%	12 6%	7 4%	12 6%	9 5%	11 5%	4 3%	15 6%	5 4%	11 8%	4 3%
11-15 YEARS	34 9%	21 9%	13 6%	13 6%	14 7%	14 8%	12 7%	6 4%	13 8%	19 9%	18 9%	16 8%	14 8%	20 10%	9 7%	23 9%	9 8%	11 8%	14 9%
16 YEARS OR MORE	322 81%	183 78%	186 83%	182 82%	159 80%	133 80%	138 82%	125 84%	140 82%	165 80%	154 79%	153 81%	150 80%	167 81%	107 84%	202 79%	93 80%	103 79%	126 83%
REFUSED	5 1%	2 1%	3 1%	4 2%	2 1%	2 1%	2 1%	2 1%	4 2%	1 -	3 1%	2 1%	3 1%	2 1%	1 1%	2 1%	3 2%	1 1%	2 1%

Table 57-6
 QUESTION 38:
 How many years has your company been in operation?

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	REGION					
		IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (1-15 YEARS - 16+ YEARS)	-206 -67%	-32 -59%	-40 -81%	-34 -67%	-33 -65%	-28 -55%	-39 -78%
TOTAL 1-15 YEARS -----	48 16%	11 20%	4 8%	8 16%	9 18%	11 22%	5 11%
1-3 YEARS	4 1%	1 2%	-	-	1 2%	2 4%	-
4-6 YEARS	8 3%	2 3%	1 3%	2 3%	1 2%	-	2 5%
7-10 YEARS	14 5%	3 5%	-	3 7%	5 10%	2 5%	1 1%
11-15 YEARS	23 7%	5 10%	3 5%	3 7%	2 4%	7 14%	2 5%
16 YEARS OR MORE	254 83%	43 79%	44 89%	42 84%	42 82%	39 78%	45 89%
REFUSED	2 1%	1 2%	1 3%	-	-	-	-

Table 58-1
QUESTION 39:
Age.

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE					
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL- \$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC- ISION	METAL	PROC- ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MAN- AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	227 57%	173 43%	144 36%	126 32%	102 25%	204 51%	120 30%	70 17%	80 20%	57 14%	45 11%	38 9%	73 18%	322 81%	160 40%	119 30%	84 21%	24 6%
18 - 34	33 8%	14 10%	8 9%	3 5%	2 4%	6 7%	22 10%	11 6%	6 4%	14 11%	9 9%	13 6%	9 8%	9 13%	3 3%	1 2%	8 18%	4 10%	7 10%	25 8%	7 4%	6 5%	13 16%	5 22%
35 - 44	50 13%	11 8%	9 10%	9 19%	6 13%	16 19%	20 9%	31 18%	20 14%	15 12%	11 11%	27 13%	15 12%	8 12%	9 11%	4 7%	6 12%	6 16%	20 28%	30 9%	18 11%	11 9%	15 17%	4 16%
45 - 54	86 22%	21 15%	20 23%	13 27%	11 27%	21 26%	41 18%	45 26%	22 16%	33 26%	26 25%	42 21%	27 23%	17 24%	25 31%	13 23%	11 24%	7 20%	20 27%	66 21%	28 17%	29 24%	20 23%	6 26%
55 - 64	124 31%	46 33%	28 33%	13 28%	12 28%	25 30%	74 33%	50 29%	44 31%	45 35%	33 32%	60 30%	42 35%	22 31%	27 33%	23 40%	6 12%	11 30%	11 16%	113 35%	50 31%	42 35%	24 29%	7 27%
65 AND ABOVE	88 22%	42 30%	19 22%	8 16%	7 17%	12 15%	61 27%	28 16%	47 33%	17 13%	17 17%	53 26%	23 19%	11 15%	16 20%	14 25%	13 28%	8 22%	10 14%	78 24%	52 32%	26 22%	7 8%	2 8%
REFUSED	18 5%	7 5%	3 3%	2 5%	4 10%	2 2%	10 4%	9 5%	4 3%	3 2%	5 5%	8 4%	4 3%	3 4%	2 2%	2 3%	2 5%	1 2%	3 4%	10 3%	7 4%	5 4%	6 7%	-

Table 58-2
QUESTION 39:
Age.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO			EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+		
					74																				12%	42%
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45		
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%		
18 - 34	33	16	16	32	1	1	15	14	7	10	15	9	11	10	5	14	11	13	6	14	2	22	3	6		
	8%	10%	10%	10%	1%	3%	9%	8%	14%	5%	12%	9%	7%	8%	6%	9%	8%	11%	7%	8%	5%	7%	12%	14%		
35 - 44	50	19	26	45	5	4	19	22	6	27	15	16	18	16	11	19	20	22	12	13	2	42	5	4		
	13%	13%	15%	14%	7%	9%	11%	13%	13%	12%	13%	17%	11%	12%	13%	12%	14%	19%	13%	7%	4%	13%	18%	9%		
45 - 54	86	34	36	71	14	8	36	40	7	54	24	21	39	25	18	37	31	22	23	41	9	69	5	12		
	22%	23%	21%	22%	19%	17%	22%	24%	15%	24%	20%	22%	25%	18%	21%	23%	21%	19%	24%	22%	20%	21%	20%	27%		
55 - 64	124	40	54	94	30	15	53	53	14	75	35	23	54	45	26	55	43	27	32	64	15	103	7	15		
	31%	26%	32%	29%	40%	31%	32%	32%	29%	34%	29%	24%	34%	33%	31%	33%	30%	23%	35%	35%	34%	32%	26%	34%		
65 AND ABOVE	88	36	29	65	21	16	38	28	11	48	25	23	32	32	22	32	32	29	17	42	15	76	6	5		
	22%	23%	18%	20%	28%	31%	23%	17%	23%	22%	21%	24%	20%	23%	26%	20%	22%	24%	18%	23%	33%	23%	24%	10%		
REFUSED	18	8	7	15	3	5	4	8	3	8	6	3	6	7	2	6	9	5	3	9	2	12	-	3		
	5%	5%	4%	5%	5%	9%	3%	5%	6%	4%	5%	3%	4%	5%	2%	4%	6%	4%	3%	5%	5%	4%	-	7%		

Table 58-3
QUESTION 39:
Age.

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	316 79%	84 21%	83 21%	86 22%	124 31%	88 22%	102 26%	132 33%	77 19%	132 33%	118 30%	110 27%	86 21%	61 15%	52 13%	39 10%	19 5%	294 73%	99 25%
18 - 34	33 8%	23 7%	9 11%	33 39%	- -	- -	- -	8 8%	13 10%	5 7%	11 9%	7 6%	10 9%	3 4%	2 4%	9 17%	5 13%	1 6%	27 9%	6 6%
35 - 44	50 13%	35 11%	15 18%	50 61%	- -	- -	- -	15 14%	16 12%	13 16%	21 16%	16 13%	14 12%	10 12%	2 4%	14 26%	6 15%	1 8%	34 12%	14 14%
45 - 54	86 22%	69 22%	17 20%	- -	86 100%	- -	- -	25 24%	26 20%	19 25%	26 20%	30 26%	25 23%	23 27%	14 24%	10 19%	10 27%	3 15%	64 22%	23 23%
55 - 64	124 31%	100 32%	24 29%	- -	- -	124 100%	- -	27 26%	47 36%	28 37%	41 31%	39 33%	32 29%	25 29%	30 49%	11 22%	9 24%	7 37%	89 30%	30 31%
65 AND ABOVE	88 22%	76 24%	12 14%	- -	- -	- -	88 100%	23 23%	24 18%	11 15%	27 20%	22 19%	24 22%	22 26%	11 17%	8 15%	5 13%	4 24%	64 22%	24 25%
REFUSED	18 5%	12 4%	6 7%	- -	- -	- -	- -	5 5%	6 4%	- -	5 4%	4 3%	4 4%	2 2%	1 2%	- -	3 9%	2 10%	17 6%	2 2%

Table 58-4
QUESTION 39:
Age.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS						
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
18 - 34	33 8%	19 10%	7 6%	8 11%	7 11%	5 9%	6 12%	2 6%	15 7%	8 9%	5 11%	4 15%	7 4%	18 11%	8 11%	12 8%	4 8%	8 8%	3 6%	7 7%	21 10%
35 - 44	50 13%	24 12%	17 14%	11 16%	11 17%	7 13%	7 13%	4 10%	25 11%	13 14%	9 19%	2 7%	20 13%	25 15%	4 5%	22 15%	10 18%	20 20%	9 18%	20 20%	17 8%
45 - 54	86 22%	45 23%	18 15%	16 22%	13 20%	11 19%	12 23%	18 47%	48 21%	24 26%	5 11%	7 26%	27 18%	39 24%	19 24%	32 22%	13 25%	25 25%	12 24%	29 29%	40 18%
55 - 64	124 31%	60 31%	45 37%	24 33%	19 30%	18 33%	15 28%	6 14%	72 31%	30 33%	17 36%	6 22%	61 40%	43 26%	19 24%	50 34%	18 33%	16 16%	15 29%	27 27%	71 33%
65 AND ABOVE	88 22%	39 20%	31 26%	14 18%	12 18%	13 24%	10 18%	7 18%	56 24%	14 15%	11 23%	6 24%	34 22%	28 17%	26 33%	28 19%	6 11%	30 30%	8 16%	14 14%	59 27%
REFUSED	18 5%	8 4%	3 2%	- -	2 3%	1 2%	4 7%	2 6%	14 6%	2 3%	- -	1 5%	5 3%	10 6%	3 4%	4 3%	3 5%	1 1%	4 8%	2 2%	9 4%

Table 58-5
QUESTION 39:
Age.

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCC PLANS		
	TOTAL	WORK-LIFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	INDUS -TRY LEADER	BENE-FITS	CAREER GROWTH	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	233 58%	225 56%	222 55%	199 50%	167 42%	167 42%	150 38%	171 43%	207 52%	194 48%	190 47%	188 47%	206 52%	128 32%	254 64%	116 29%	131 33%	153 38%
18 - 34	33 8%	19 8%	16 7%	19 8%	19 10%	17 10%	14 8%	17 11%	11 7%	16 8%	19 10%	10 5%	19 10%	11 5%	14 11%	14 6%	10 8%	8 6%	15 10%
35 - 44	50 13%	30 13%	22 10%	21 9%	27 14%	16 10%	19 12%	14 9%	17 10%	32 15%	23 12%	26 14%	23 12%	28 13%	19 15%	29 11%	11 10%	20 15%	19 12%
45 - 54	86 22%	57 25%	47 21%	55 25%	44 22%	33 20%	34 20%	28 18%	39 23%	41 20%	47 24%	36 19%	44 23%	41 20%	30 23%	52 21%	31 27%	27 21%	28 18%
55 - 64	124 31%	78 33%	85 38%	75 34%	66 33%	63 38%	60 36%	62 41%	55 32%	65 31%	63 32%	59 31%	59 31%	65 31%	41 32%	82 32%	39 34%	42 32%	43 28%
65 AND ABOVE	88 22%	40 17%	46 21%	43 19%	35 18%	29 18%	33 20%	21 14%	36 21%	48 23%	35 18%	51 27%	34 18%	53 26%	20 16%	65 26%	19 16%	31 23%	39 25%
REFUSED	18 5%	8 4%	9 4%	10 5%	8 4%	9 5%	6 4%	9 6%	12 7%	5 2%	7 4%	8 4%	10 5%	9 4%	5 4%	10 4%	6 5%	2 2%	10 6%

Table 58-6
QUESTION 39:
Age.

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
18 - 34	23 7%	4 8%	1 3%	7 13%	3 6%	3 6%	4 8%
35 - 44	58 19%	10 18%	8 16%	12 23%	9 18%	11 21%	9 18%
45 - 54	79 26%	13 25%	11 22%	13 27%	12 24%	17 33%	13 25%
55 - 64	76 25%	18 33%	10 20%	7 13%	15 29%	12 25%	15 30%
65 AND ABOVE	58 19%	6 11%	18 36%	12 24%	8 16%	7 14%	7 14%
REFUSED	10 3%	3 5%	1 3%	- -	4 8%	1 1%	2 4%

Table 59-1
QUESTION 40:
Gender.

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS			YEARS IN OPERATION		JOB TITLE					
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MIL	\$1 MIL- \$5 MIL	\$5 MIL+	UNDER 10	11-50	51+	PREC- ISION	METAL	PROC- ESS	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MAN- AGER	MGMT TEAM
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	144	126	102	204	120	70	80	57	45	38	73	322	160	119	84	24
	100%	35%	22%	12%	11%	20%	57%	43%	36%	32%	25%	51%	30%	17%	20%	14%	11%	9%	18%	81%	40%	30%	21%	6%
**D/S (MALE - FEMALE)	232	92	50	18	33	39	142	89	62	84	74	109	78	41	54	33	24	22	30	200	96	94	30	4
	58%	66%	58%	37%	77%	47%	63%	52%	43%	66%	73%	53%	65%	59%	67%	59%	53%	57%	41%	62%	60%	79%	35%	15%
MALE	316	116	69	33	38	60	185	131	103	105	88	156	99	55	67	45	35	30	51	261	128	107	57	14
	79%	83%	79%	68%	89%	74%	81%	76%	72%	83%	86%	77%	83%	80%	84%	80%	77%	79%	71%	81%	80%	90%	68%	58%
FEMALE	84	24	18	15	5	22	42	42	41	21	14	48	21	14	13	12	11	8	21	61	32	12	27	10
	21%	17%	21%	32%	11%	26%	19%	24%	28%	17%	14%	23%	17%	20%	16%	20%	23%	21%	29%	19%	20%	10%	32%	42%

Table 59-2
QUESTION 40:
Gender.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2024			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	3/3	UNDER 50	51- 100	101+
					74																			
BASE=TOTAL SAMPLE	400	153	168	321	74	49	166	165	49	222	120	96	159	137	83	164	147	117	93	183	46	324	25	45
	100%	38%	42%	80%	18%	12%	42%	41%	12%	56%	30%	24%	40%	34%	21%	41%	37%	29%	23%	46%	11%	81%	6%	11%
**D/S (MALE - FEMALE)	232	93	86	180	49	24	109	91	30	148	53	58	83	86	54	98	76	60	62	104	25	187	14	27
	58%	61%	51%	56%	67%	48%	65%	55%	60%	66%	44%	61%	52%	63%	65%	60%	51%	51%	67%	57%	55%	58%	56%	61%
MALE	316	123	127	250	62	36	137	128	39	185	86	77	121	111	69	131	111	89	77	143	35	256	19	36
	79%	81%	76%	78%	83%	74%	83%	77%	80%	83%	72%	80%	76%	82%	83%	80%	76%	76%	83%	78%	77%	79%	78%	80%
FEMALE	84	30	41	71	12	13	29	37	10	37	34	19	38	25	14	33	36	29	15	39	10	68	5	9
	21%	19%	24%	22%	17%	26%	17%	23%	20%	17%	28%	20%	24%	18%	17%	20%	24%	24%	17%	22%	23%	21%	22%	20%

Table 59-3
QUESTION 40:
Gender.

BANNER 3

	GENDER			AGE				2025 PROJECTION				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	INFL- ATION	INCR MAT COSTS	ATTR- ACT WRKRS	UNFAV BIZ CLIM	HLTH COSTS	INCR WAGES	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	316	84	83	86	124	88	102	132	77	132	118	110	86	61	52	39	19	294	99
	100%	79%	21%	21%	22%	31%	22%	26%	33%	19%	33%	30%	27%	21%	15%	13%	10%	5%	73%	25%
**D/S (MALE - FEMALE)	232	316	-84	33	52	75	65	55	73	49	90	39	69	61	37	16	19	10	169	58
	58%	100%	-100%	40%	60%	61%	73%	54%	56%	64%	68%	33%	63%	71%	60%	31%	48%	52%	58%	59%
MALE	316	316	-	58	69	100	76	79	102	63	111	78	90	74	49	34	29	14	231	79
	79%	100%	-	70%	80%	80%	87%	77%	78%	82%	84%	66%	82%	86%	80%	65%	74%	76%	79%	79%
FEMALE	84	-	84	25	17	24	12	23	29	14	21	40	20	12	12	18	10	4	62	20
	21%	-	100%	30%	20%	20%	13%	23%	22%	18%	16%	34%	18%	14%	20%	35%	26%	24%	21%	21%

Table 59-4
QUESTION 40:
Gender.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRACT CAND		HIRING + DIFF	COMBINED INITIATIVE REGIONS						
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR PROD- UCTIV	NEW PROD	DEVE- LOP MGRS	AUTO- MATION	CAP- ITAL INVMT	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	197 49%	121 30%	73 18%	64 16%	55 14%	55 14%	39 10%	231 58%	90 23%	47 12%	26 7%	154 39%	163 41%	80 20%	149 37%	54 23%	100 43%	51 22%	100 43%	218 54%
**D/S (MALE - FEMALE)	232 58%	116 59%	64 53%	26 36%	22 34%	31 57%	31 57%	37 95%	139 60%	43 48%	38 81%	11 44%	87 56%	98 60%	44 56%	89 60%	17 31%	71 71%	33 65%	67 67%	144 66%
MALE	316 79%	156 80%	92 76%	50 68%	43 67%	43 78%	43 79%	38 97%	185 80%	67 74%	42 90%	19 72%	121 78%	130 80%	62 78%	119 80%	35 66%	85 85%	42 82%	84 84%	181 83%
FEMALE	84 21%	40 20%	29 24%	23 32%	21 33%	12 22%	12 21%	1 3%	46 20%	24 26%	5 10%	7 28%	34 22%	33 20%	18 22%	30 20%	19 34%	15 15%	9 18%	16 16%	37 17%

Table 59-5
QUESTION 40:
Gender.

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		FORMAL BIZ MGMT SYS		STRAT+SUCCL PLANS			
	TOTAL	WORK-LIFE	COMP	SAFE	FLEX	INDUS	BENE-	CAREER	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI- THER	REST
		BAL	SALARY	ENVIR	SHIFTS	-TRY LEADER	FITS	GROWTH											
BASE=TOTAL SAMPLE	400	233	225	222	199	167	167	150	171	207	194	190	188	206	128	254	116	131	153
	100%	58%	56%	55%	50%	42%	42%	38%	43%	52%	48%	47%	47%	52%	32%	64%	29%	33%	38%
**D/S (MALE - FEMALE)	232	132	151	128	113	112	100	99	111	110	109	117	92	136	73	155	68	75	89
	58%	57%	67%	58%	57%	67%	60%	66%	65%	53%	56%	62%	49%	66%	57%	61%	59%	57%	58%
MALE	316	183	188	175	156	140	133	124	141	158	151	154	140	171	100	204	92	103	121
	79%	78%	84%	79%	78%	84%	80%	83%	83%	77%	78%	81%	75%	83%	79%	80%	80%	78%	79%
FEMALE	84	51	37	47	43	27	34	26	30	49	43	36	48	35	27	50	24	28	32
	21%	22%	16%	21%	22%	16%	20%	17%	17%	23%	22%	19%	25%	17%	21%	20%	20%	22%	21%

Table 59-6
QUESTION 40:
Gender.

BANNER 6

----- GREATER MN REGION -----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (MALE - FEMALE)	188 62%	17 31%	31 62%	40 80%	33 65%	38 75%	30 59%
MALE	247 81%	35 66%	40 81%	45 90%	42 82%	44 88%	40 80%
FEMALE	58 19%	19 34%	10 19%	5 10%	9 18%	6 12%	10 20%

